NMT Specialized Machining Inc
290 Shoemaker Street
Kitchener, Ontario
Canada
N2E 3E1

Quality Systems Manual

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Conforms to AS9100 Rev D and ISO 9001:2015

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Introduction

NMT Specialized Machining Inc (NMT). located at 290 Shoemaker Street and 238 Trillium Drive, Kitchener, Ontario, developed and implemented a Quality Management System to document the company's best business practices, better satisfy the requirements and expectations of its customers and improve the overall management of the company.

The Quality Management System of NMT meets the requirements of the international standards ISO 9001:2015 and SAE AS9100D. This system addresses the development and production of the company's products. This includes the provision of maintenance, spare parts or materials for the company's products.

The manual is divided into ten sections that correlate to the Quality Management System sections of the ISO 9001:2015 format and AS9100D. Each section begins with a policy statement expressing NMT's obligation to implement the basic requirements of the referenced Quality Management System section. Each policy statement is followed by specific information pertaining to the procedures that describe the methods used to implement the necessary requirements.

This manual describes the Quality Management System, delineates authorities, inter relationships and responsibilities of the personnel responsible for performing within the system. The manual also provides procedures or references for all activities comprising the Quality Management System to ensure compliance to the necessary requirements of the standard.

This manual is used internally to guide the company's employees through the various requirements of the AS9100 Rev D standard that must be met and maintained in order to ensure customer satisfaction, continuous improvement and provide the necessary instructions that create an empowered work force.

This manual is used externally to introduce our Quality Management System to our customers and other external organizations or individuals. The manual is used to familiarize them with the controls that have been implemented and to assure them that the integrity of the Quality Management System is maintained and focused on customer satisfaction and continuous improvement.

This manual employs the process approach, which incorporates the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking. The process approach enables NMT to plan its processes and interactions.

NMT plans and implements actions to address risks and opportunities to establish a basis for increasing the effectiveness of the quality management system, achieving improved results, and preventing negative effects

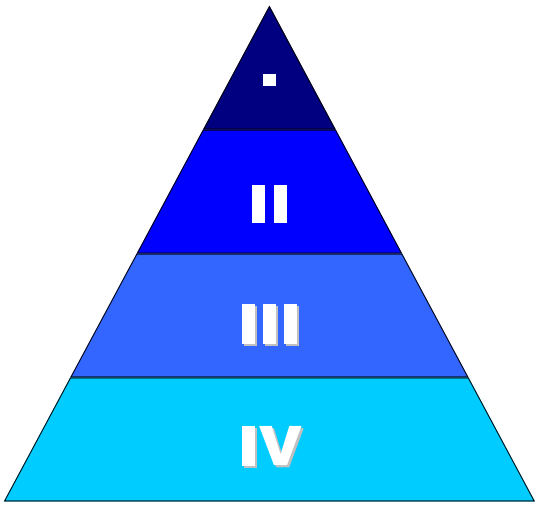
This Quality Manual has been prepared to describe NMT's QMS. The scope and permissible exclusions of the QMS are described in section one of this manual. Each section of the manual references documented QMS procedures relating to the requirements outlined in that section. The Process Flow Diagram at the end of section 4 provides a description of the interaction between the processes of the QMS system. The relationship between the ISO 9001:2015 and SAE AS9100D standard and documented procedure has been indicated by use of a numbering system that correlates to the standards.

This manual is approved by top management representative.

President: _____ Date: _____

Documented Information Scheme

Note: the ISO 9001:2015 standard uses the term “Documented Information” NMT does not use this term, but instead relies on the terms “document” and “record” to avoid confusion. In this context the terms are defined by NMT as provided for below. Documents and records undergo different controls as defined in section 7.5 Documented Information.



Level I
Quality Manual (QM)

Level II
Documented Procedures (P-xxx)

Level III
Work Instructions (WI-xxx-001)

Level IV
Records & Forms (F-xxx-001)

Quality Manual Distribution

The Quality Manual, procedures, forms, attachments and work instructions will be available to all company personnel vial the company server. The Quality Manual will also be available to our Customers, Vendors and Regulatory Agencies via the company website.

Section 1: Scope

1.1 General
The scope of the Quality Management System includes specializing in CNC custom machining. Manufacturing components for aerospace, automation, power generation and automotive industries.

The quality manual outlines the policies, procedures and requirements of the Quality Management System. The system is structured to comply with the conditions set forth in the International standards ISO 9001:2015 and SAE AS9100D. ***(AS9100 requirements, definitions and notes in bold, italic text)***

The Quality Management System applies to all processes, activities, and employees of the following locations within the company, located at 290 Shoemaker Street and 238 Trillium Drive, Kitchener.

The Quality Manual, procedures, forms, attachments and work instructions will be available to all company personnel via the company server. The Quality Manual will also be available to our Customers, Vendors and Regulatory Agencies via the company website.

NMT has determined that the following requirements are not applicable to the operations at this site and are documented as non-applicable:

- 8.1.3 Product Safety
  NMT does not do design. NMT only manufactures parts with prints and specifications provided by our customers.

- 8.3 Design & Development
  NMT does not do design. NMT only manufactures parts with prints and specifications provided by our customers.

- 8.5.1.2 Validation and Control of Speicial Processes
  NMT does not provide special processes. Welding and Paint is for inhouse fixtures only

- 8.5.5 Post-Delivery Activities
  NMT does not do Post-Delivery activities.

Section 2: Normative Reference

The following documents were used as reference during the preparation of the Quality Management System:

- ISO 9000:2005, Quality Management Systems - Vocabulary.
- ISO 9001:20015, Quality Management Systems – Requirements
- ISO 9004:2009, Quality Management Systems – Guidelines for Performance Improvements
- SAE AS9101 – Process audit requirements
- SAE AS9100 Rev D (2016) - Quality Management Systems – Requirements for Aviation, Space and Defense Organizations

Section 3: Terms and Definitions

Definitions used at NMT:

- NMT -NMT Specialized Machining Inc.
- Document-written information used to describe how an activity is done
- Customer owned property - Any type of instrumentation, accessories, manuals, or shipping containers that belong to a customer.
- Customer supplied product - Any type of service or material supplied to be utilized in the manufacture, modification or repair of customer-owned property.

- Product – The end item result of meeting all contract terms and conditions. (eg: manufactured goods, etc.)
- Quality Records – Documentation of those activities wherein records of said activities must be maintained will be specified in the procedure or work instruction level documents, as applicable
- Key Characteristics- The features of a material, process, or part whose variation has a significant influence on product fit, performance, service life, or manufacturability that requires specific actions for the purpose of controlling variation.
- Risk – Negative effect of uncertainty
- Opportunity- Positive effect of uncertainty
- Uncertainty – A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood. (Not to be confused with measurement uncertainty.)
- Special requirements - Those requirements identified by the customer, or determined by the organization, which have high risks to being achieved thus, requiring their inclusion in the risk management process. Factors used in the determination of special requirements include product or process complexity, past experience and product or process maturity.
- Critical items - Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the product realization and use of the product; including safety, performance, form, fit, function, producibility, service life, etc.; that require specific actions to ensure they are adequately managed.
- ***Counterfeit Part – An unauthorized copy, substitute, or modified part (e.g., material, part component), which is knowingly misrepresented as a specified genuine part of an original or authorized manufacturer.***
- ***Product Safety – The state in which a product is able to perform to its designed or intended purpose without causing unacceptable risk of harm to persons or damage to property.***

Section 4: CONTEXT OF THE ORGANIZATION

4.1 Understanding the Organization and Its Context

NMT has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the company. This requires understanding internal and external issues that are of concern to NMT and its interested parties (per 4.2 below); the interested parties are identified per the document P-400 Such issues are monitored and updated as appropriate and discussed as part of management reviews.

4.2 Understanding the Needs and Expectations of Interested Parties

The issues determined per 4.1 above are identified through an analysis of risks facing NMT and its interested parties. “Interested parties” are those stakeholders who receive our Products or Services, or who may be impacted by them, or those parties who may otherwise have a significant interest in our company. These parties are identified per the document P-400

This information is then used by senior management to determine the company’s strategic direction. This is defined in records of management review, and periodically updated as conditions and situations

change.

4.3 Determining the Scope of the Quality Management System

Based on an analysis of the above issues of concern, interests of stakeholders, and in consideration of its products and services, NMT has determined the boundaries and applicability of the scope of the management system as per section 1.0 above mentioned.

The scope of the Quality Management System includes specializing in CNC custom machining. Manufacturing components for aerospace, automation, power generation and automotive industries.

The Quality Management System applies to all processes, activities, and employees of the following locations within the company, located at 290 Shoemaker Street and 238 Trillium Drive, Kitchener.

4.4 Quality Management System and Its Processes

4.4.1 Process Identification

NMT has established, documented and implemented a Quality Management System (QMS) in accordance with the requirements of International standards ISO 9001:2015 and SAE AS9100D ***and also address customer, statutory and regulatory quality management system requirements***. The system is maintained and continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review.
NMT has adopted a process approach for its management system. By identifying the top-level processes with the company, and then managing each of these discreetly, this reduces the potential for nonconforming Products or services discovered during final processes or after delivery. Instead, nonconformities and risks are identified in real time, by actions taken within each of the top-level processes.

The following top-level processes have been identified for NMT:

- Top Management
- Purchasing
- Quality Assurance
- Production Planning
- Quality Control
- Product Realization

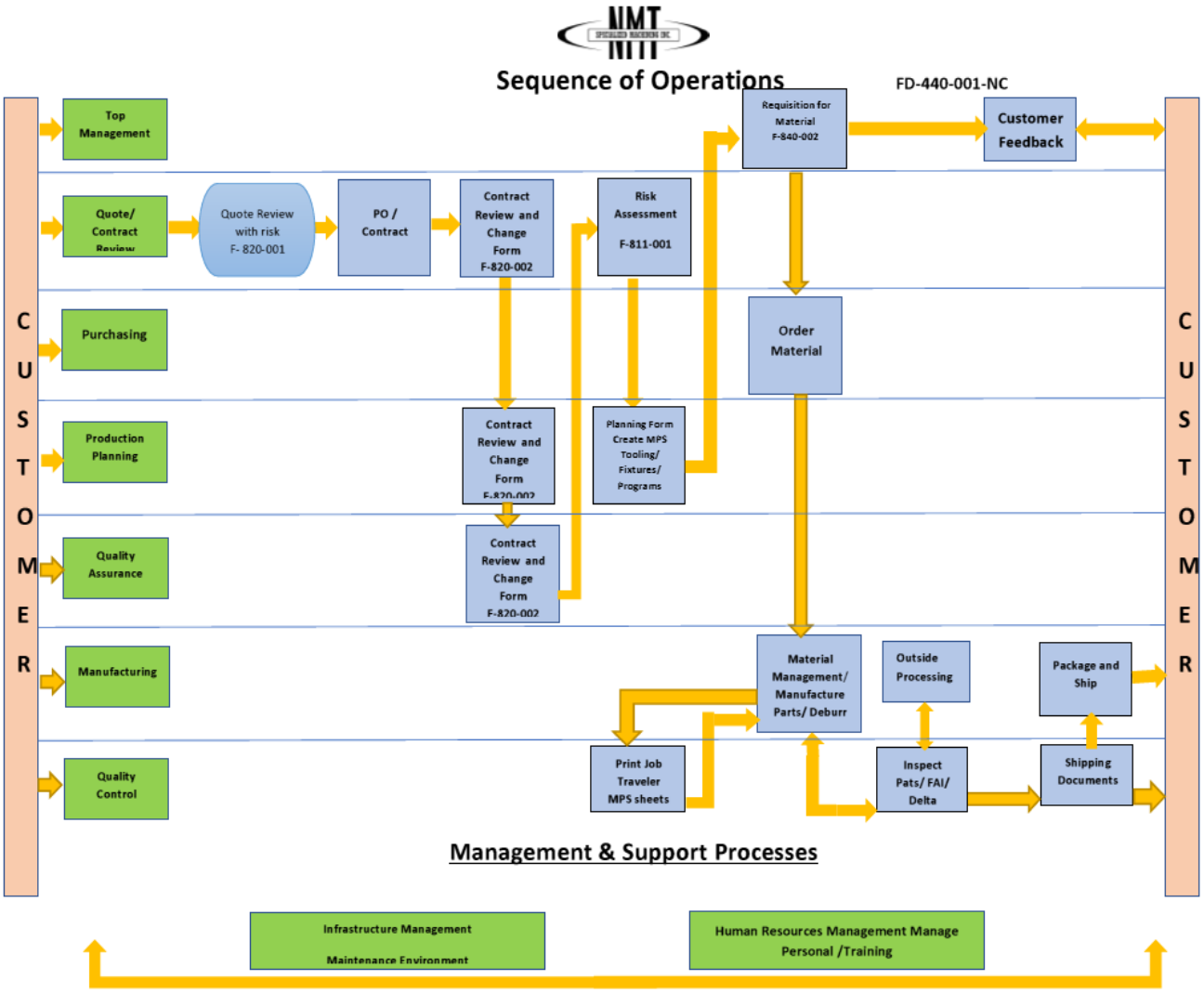
Each process may be supported by other activities, such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a Process Description detailed on F- 441-001 which defines the following:

- The applicable inputs required, and the outputs expected from these processes.
- The process owners responsible and who are authorized for these processes
- The applicable risks and opportunities
- The applicable risks and opportunities as determined in accordance with the requirements of 6.1
- Identified critical and supporting resources of the processes
- Criteria and methods employed to ensure the effectiveness of the process

- The quality objectives related to that process

The sequence and interaction of these processes is shown below in the Sequence of Interactions of Processes. (FD-440-001)



4.4.2 Process Controls & Objectives

To design and implement the QMS NMT has:

- Determined the processes needed for the QMS and their sequence and interaction throughout the organization and documented them on the Process Flow Diagram at the end of this section of the Quality Manual
- Determined the sequence and interaction of these processes, and illustrated them on the Sequence of Operations FD-440-001

- Established systems to monitor, measure and analyze these processes, and implement any changes needed to ensure that these processes achieve their intended results
- Established processes to identify and implement actions necessary to achieve planned results and continual improvement of these processes and the quality management system.
- Determined criterial and methods needed to ensure that the operation and control of the processes are effective, and documented them in quality plans, work instructions and the Measuring, Monitoring and Analysis Table
- Ensured the continuing availability of resources and information necessary to achieve planned results and continual improvement of these processes
- Established at least one objective for it; this is a statement of intent of the process. Each objective is then supported by at least one "metric" or key performance indicator (KPI) which is then measured to determine the process's ability to meet the quality objective and to ensure that the operation and control of the processes are effective.
- Metrics, along with current standings and goals for each objective, are recorded in records of management review.
- When a process does not meet a goal, or an unexpected problem is encountered with a process, the corrective and preventive action process is implemented to research and resolve the issue. In addition, opportunities for improvement are sought and implemented, for the identified processes.
- Defined the controls for outsourced processes as per P-840, Control of Externally Provided Processes, Products and Services.

Related Procedures

Organizational Context	P-400
Control of Externally Provided Processes	P-840

Section 5: Leadership

5.1 Leadership and Commitment

5.1.1 General

Top management has been actively involved in implementing the quality management system (QMS). It has provided the vision and strategic direction for the growth of the QMS, and established quality objectives and the quality policy (A-520-001).

The Leadership Procedure (P-500) describes how Top Management continues to provide leadership and show commitment to the improvement of the QMS, and how they will do the following.

- Taking accountability for the effectiveness of the quality management system
- Ensuring that the Quality Policy and quality objectives are established for the management system and are compatible with the strategic direction and context of the organization
- Ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate eg. Accounting, employee benefits management and legal activities…
- Promoting awareness of the process approach
- Ensuring that the resources needed for the management system are available;
- Communicating the importance of effective quality management and of conforming to the management system requirements;
- Ensuring that the management system achieves its intended results;
- Engaging, directing and supporting persons to contribute to the effectiveness of the management system
- Promote continual improvement
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.2 Customer focus

Top management adopts a customer-first approach which ensures that customer need and expectations are determined, converted into requirements and are met with the aim of enhancing customer satisfaction.

This is acc accomplished by assuring;

- Customer and applicable statutory and regulatory requirements are determined, understood and consistently met.
- The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed.
- The focus of enhancing customer satisfaction is maintained
- ***Product and service conformity and on-tine delivery performance are measured an appropriate action is taken if planned results are not or will not be achieved.*** (P-820) Customer Related Processes

5.2 Policy

5.2.1 Establishing the Quality Policy

Top Management of NMT has developed the Quality Policy, defined in A-520-001, Quality Policy. The Quality Policy has been planned and implemented to provide a framework for setting quality objectives and is appropriate to the purpose and context of the organization and supports its strategic direction. NMT's Quality Policy includes a commitment to satisfy applicable requirements and includes a commitment to continual improvement of the quality management system.

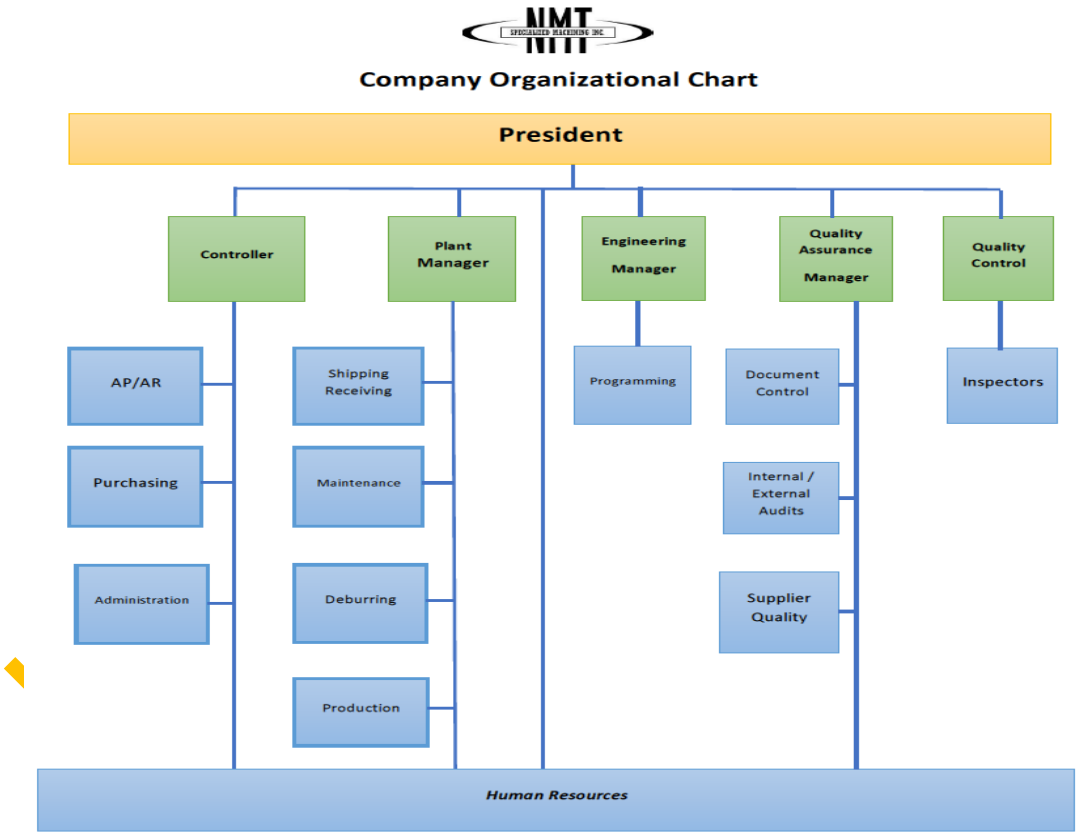
5.2.2 Communicating the Quality Policy

Top management ensures that the quality policy is communicated to all employees. It is included in new employee training and training on the QMS. It is posted in prominent places throughout the facility to maintain high standards within our organization. It is available to relevant interested parties, as appropriate.

5.3 Organizational Roles, Responsibilities, and Authorities

An organizational chart has been established to show the interrelation of personnel in the organization. Job descriptions define the responsibilities and authorities of each of the positions on the organizational chart. Job descriptions and the organizational chart are reviewed and approved by top management for adequacy. These documents are available throughout the organization to help employees understand responsibilities and authorities. An organizational chart (attachment A-530-001)

Company Organizational Chart



The Quality Manager has been assigned the role of management representative when having a single point of contact to represent the NMT quality system, or required by customer, or regulations. The Quality Manager shall also they have the following responsibility and authority:

- Ensuring that the quality management system conforms to the requirements of the International Standard
- Ensuring that processes needed for the quality management system are established, implemented and delivering their intended outputs;
- Report to top management on the performance of the quality management system and note needed improvements.
- Promote awareness of customer requirements throughout the organization.
- Act as a liaison with external parties such as customers or auditors on matters relating to the QMS and resolve matters pertaining to quality issues
- Ensuring that when Quality planning takes place, changes that affect the quality system are planned and implemented.
- ***Organizational freedom and unrestricted access to top management to resolve matters pertaining to quality.***

Related Procedures

Leadership	P-500
Customer Related Processes	P-820

Section 6: Planning

6.1 Actions to Address Risks and Opportunities

NMT deviates slightly for the approach towards risk and opportunity presented in AS9100D. Instead, NMT views “uncertainty” as neutral, but defines “risk” as a negative effect of uncertainty, and “opportunity” as a positive effect of uncertainty. NMT as elected to manage risks and opportunities separately, except where they may overlap. Formal risk management may not be utilized in all instances’ instead, the level of risk assessment, analysis, treatment and recordkeeping will be performed to the level deemed appropriate for each circumstance or application.

NMT has considered Risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services. Risks and opportunities are identified as part of the Context of the Organization exercised defined in (P-400) Context of the Organization, as well to meet our quality objectives and the requirements of section 4.1 and 4.2.

Risks and opportunities are managed in accordance with the document (P-612) Risk Management Process Procedure. This procedure defines how risks are managed to minimize their likelihood and impact, and how opportunities are managed to improve their likelihood and benefit.

6.2 Quality Objectives and Planning to Achieve Them

Quality objectives are established to support our organization's efforts in achieving our quality policy and reviewed annually for suitability. Quality objectives are measurable and reviewed against performance goals at each management review meeting.

The quality objectives have been documented in the Quality Policy Document A-520-001.

As well as the Quality Policy Document, as part of the adoption of the process approach, NMT utilizes its process objectives, as discussed in 4.4.

The process objectives have been developed in consideration that they:

a) Be consistent with the quality policy;
b) Be measurable;
c) Take into account applicable requirements
d) Be relevant to conformity of products and services and to enhancement of customer satisfaction;
e) Be monitored;
f) Be communicated;
g) Be updated as appropriate

Quality objectives are defined in the minutes of management review per section 9.3 below. The planning of process quality objectives is defined in section 4.4 above.

6.2.2 When planning how to achieve its quality objectives, Top Management determines;

a) what will be done;
b) what resources will be required;
c) who will be responsible
d) when it will be completed
e) how results will be evaluated

6.3 Planning of Changes

Changes to the quality management system and its processes are carried out in a planned manner per the procedure (P-600) Planning for the Quality Management System Procedure.

Related Procedures

Context of the Organization	P-400
Planning for the Quality Management System	P-600
Risk Management Process	P-612

Section 7: Support

7.1 Resources

7.1.1 General

NMT has implemented a Quality Management System that complies with the ISO 9001:2015 and AS9100D standard. This implementation was achieved with management commitment and with sufficient resources for the implementation. To enhance customer satisfaction and effectively maintain and continually improve the system, management determines and provides necessary resources.

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during management reviews.

7.1.2 People

Top Management ensures that it provides sufficient staffing for the effective operation of the management system, as well its identified processes.

7.1.3 Infrastructure

To meet quality objectives and product requirements NMT has determined the infrastructure needed (P-710). The infrastructure has been provided, and includes as applicable;

a. buildings, workspace, utilities,
b. process equipment, hardware and software;
c. supporting services.
d. Information and communication technology.

As new infrastructure requirements arise, they will be documented in quality plans. Existing infrastructure is maintained to ensure product conformity. Infrastructure maintenance requirements are documented in:

- Preventive maintenance plans
- Building maintenance plans

7.1.4 Environment for the Operation of Processes

A work environment suitable for achieving product conformance is maintained. Requirements are determined during quality planning and documented in the quality plan. The work environment is managed for continuing suitability. Data from the quality system is evaluated to determine if the work environment is sufficient for achieving product conformance, or if improvement related to the work environment is required.

Human factors are considered to the extent that they directly impact on the quality of Products.

Note: Social, psychological and safety aspects of the work environment are managed through activities outside the scope for the management system. Only work environment aspect which can directly affect process efficiency or products quality are managed through the management system.

7.1.5 Monitoring and Measuring Resources
7.1.5.1 General

NMT has determined the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determined requirements. Resources provided are suitable for the type of monitoring and measurement activities being undertaken; and are maintained to ensure their continuing fitness for their purpose.

7.1.5.2 Measurement Traceability

A register of monitoring and measuring equipment is maintained and the documented procedure (P-715) outlines the process used to ensure that monitoring and measurement to be carried out are carried out in a manner that is consistent with the monitoring and measurement requirements.

- Calibrated, verified or both at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards.
- Adjusted or re-adjusted as necessary
- Identified to enable the calibration status to be determined
- Safeguarded from adjustments that would invalidate the measurement result
- Protected from damage and deterioration during handling, maintenance and storage
- ***Be recalled according to a defined method when requiring calibration***

In addition, Quality Control assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. NMT takes appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained.

NMT maintains a register of this monitoring and measuring equipment. The process used for their calibration is defined in procedures, work instructions and equipment manuals and includes details of equipment type, unique identification, location, frequency of checks, check method and acceptance criteria.

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application is confirmed. This is undertaken prior to initial use and reconfirmed as necessary.

NMT ensures that environmental conditions are suitable for the calibrations, inspections, measurements and tests being carried out.

7.1.6 Organizational Knowledge

NMT also determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

This may include knowledge and information obtained from:

a) Internal sources, such as lessons learned, feedback from subject matter experts, and /or intellectual property:

b) External sources such as standards, academia, conferences, and/or information gathered from customers or suppliers.

This knowledge shall be maintained and made available to the extent necessary.

When addressing changing needs and trends, NMT shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge. See (P-710)

7.2 Competence

To ensure competence of our personnel, job descriptions have been prepared identifying the qualifications required for each position that affects product quality. Qualifications include requirements for education, skills and experience. Appropriate qualifications, along with required training, provide the competence required for each position.

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. Human resources maintain records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence for the job. All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of the quality objectives. Training and evaluation are conducted according to the Competence and Awareness Procedure (P-720). ***Consideration is given for the periodic review of the necessary competence.***

7.3 Awareness

Training and subsequent communication ensure that staff are aware of:

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

7.4 Communication

Processes are established for communication within the organization. Methods of communicating the effectiveness of the QMS include management review meetings, employee meetings, Internal Audit

Closing meetings, employee bulletin boards and other routine business communication. NMT allows any employee access to Management for discussions on improving the Quality Management System. Non-Conformities are posted on the Quality Alert Boards. Management ensures that employees are aware of relevant quality management system documented information and changes, their contribution to product or service conformity: their contribution to product safety, and the importance of ethical behavior.

7.5 Documented Information

7.5.1 General

The QMS includes both documents and records required by the International Standard as well as the documents and records necessary for the effectiveness of the QMS.

- This Quality Manual, documented Scope, Quality Policy and Quality Objectives
- Documented Procedures, work instructions, and quality records
- Documents identified as needed for the effective planning, operation and control of our processes.
- Records required by statutory and regulatory authorities.

7.5.2 Creating and Updating

When creating and updating Documented information. Procedure (P750) describes how NMT ensures the appropriate

- Identification and description
- Format and media
- Review and approval for suitability and adequacy.

7.5.3. Control of Documented Information

7.5.3.1 All of the QMS documents and records are controlled according to the Document Control Procedure (P-750). This procedure defines the process for ensuring the following:

- That documented information is available and suitable for use where and when it is needed
- That documented information is adequately protected, stored and preserved

7.5.3.2 (P-750) Addresses the following activities:

- Ensuring that relevant versions of applicable documents are available at points of use
- Ensuring adequate storage and preservation, including preservation of legibility;
- Reviewing and updating as necessary and re-approving documents
- Ensuring that changes and current revision status of documents are identified
- Ensuring that documents of external origin are identified, and their distribution controlled

- ***Preventing the unintended use of obsolete documents and to apply suitable identification to them if they are retained for any purpose.***
- ***Defining the process of protection from loss, unauthorized changes, and unintended alteration corruption or physical damage of Electronically managed documented information and records***
- ***Defining data protection processes of electronically managed information from loss, unauthorized changes, unintended alteration, corruption, and physical damage.***

Quality records are maintained to provide evidence of conformity to requirements and of the effective operation of the QMS. The records, ***including those created by and/or retained by suppliers,*** or statutory/regulatory compliance, are maintained according to the Control of Documented Information (P-750). This procedure requires that quality records remain legible, readily identifiable and retrievable. The procedure defines the controls needed for identification, storage, protection, retrieval, retention time and disposition of quality records.

Related Procedures

Resource Management	P-710
Control of Monitoring and Measuring Equipment	P-715
Competence and Awareness Procedure	P-720
Communication Procedure	P-740
Control of Documented Information	P-750

Section 8: Operation

8.1 Operational Planning and Control

NMT plans and develops the processes needed for realization of its Products or Services. Planning of Production Realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization (see 4.4), current resources and capabilities, as well as Product or Service requirements. NMT implements that actions determined by clause 6 Planning.

Such planning is accomplished through:

a) determining the requirements for the Products or Services;

b) establishing criteria for the processes and the acceptance of Products;

c) determining the resources needed to achieve conformity to the Product or Service requirements ***and to meet on-time delivery of products and services;***

d) implementing control of the processes in accordance with the criteria;

e) determining, maintaining and retaining documents and records to the extent necessary to have

confidence that the processes have been carried out as planned and to demonstrate the conformity of Products or Services to their requirements;

f) determining the processes and controls needed to manage critical items, including production process controls when key characteristics have been identified;

g) engaging representatives of affected organization functions for operational planning and control;

h) determining the process and resources to support the use and maintenance of the Products or Services.;

i) determining the products and services to be obtained from external providers;

j) establishing the controls needed to prevent the delivery of nonconforming Products or Services. to the customer.

Changes to operational processes are done in accordance with the document (P-810)
Outsourced processes and the means by which NMT controls them are defined in the Control of Externally Provided Processes, Products and Services (P-840)
Due to the nature of NMT's work, formal program or project management is not implemented. Process controls include methods to control the temporary or permanent transfer of work

Temporary or permanent transfer of work is planned to control and verify the conformity of the work to requirements. Planning of work transfers, for example, from one company facility to another, from the company to a supplier, from one supplier to another, takes place according to the Operational Planning and Control procedure (P-810) and coordination with the purchasing department with Control of External Providers procedure (P-840)

8.1.1 Operational *Risk Management*

Management assigns responsibility for project management and ensuring that product realization is planned and managed in a controlled manner, meeting requirements at acceptable risk, within resource and schedule constraints

Risks are managed according to the Operational Risk Management Procedure (P-811). The process of risk management includes;

- ***Assigning responsibility for risk management***
- ***Defining risk criteria***
- ***Identification, assessment and communication of risks***
- ***Identification, implementation and management of actions to mitigate risks***
- ***Acceptance of risks remaining after implementation of mitigating actions***

8.1.2 Configuration Management

Due to the limited requirements of configuration management applicable to NMT, Configuration management is a means by which identification and traceability are maintained only (see P-812)

Configuration audits will be completed monthly and the scope of the audit will include quotes, purchase orders, raw material certificates, processing certificates, job travelers, C of C's and delivery slips

8.1.3 Product Safety

Product Safety is not applicable to NMT as NMT does not do design.

8.1.4 Prevention of Counterfeit Parts

Operational controls shall be implemented to assure the prevention of counterfeit or suspect counterfeit part use and their inclusion in product(s) delivered to the customer. These activities are defined in greater detail in the documented procedure (P-812) Operational Configuration Management

8.2 Requirements for Products and Services

8.2.1 Customer communication

NMT has implemented an effective procedure (P-820) for communicating with customers in relation to:

- Product Information
- Enquiries, contracts and order handling, including amendments
- Customer Feedback, including customer complaints
- Handling or controlling customer property;
- Establishing specific requirements for contingency actions, when relevant

8.2.2 Determining the Requirements for Products and Services

NMT determines customer requirements before acceptance of an order. Customer requirements are determined according to the Customer Related Processes Procedure. (P-820). During the intake of new business NMT captures:

a) The requirements for the products and services, including any applicable statutory and regulatory requirements and other requirements deemed necessary by NMT

b) That NMT can meet the claims for the products and services it offers

c) Special requirements (see 8.5.1 below)

d) Operational risks (new technologies, capability and capacity, delivery time frames, etc.)

e) Not stated by the customer but necessary for specified use or known and intended use

8.2.3 Review of Requirements for Products and Services

8.2.3.1 NMT has a process in place for the review of requirements related to the product (P-820). The review is conducted before the order is accepted. The review shall include:

- Product requirements specified by the customer, including the requirements for delivery activities

- Where a customer does not provide a documented statement of requirement, the customer requirements are confirmed before acceptance, when known;
- Requirements specified by the organization
- Statutory and regulatory requirements applicable to the products.
- Contractual requirements are reviewed, and ***special product requirements are determined***

This review shall be coordinated with applicable functions of the organization.

Requirements that cannot be met or can only partially be met, NMT shall negotiate a mutually acceptable requirement with the customer.

NMT shall ensure that contract or order requirements differing from those previously expressed are resolved

8.2.3.2 Records are maintained showing the results of the review and any actions arising from the review. This information contains the results of the review and any new requirements for the products.

8.2.4 Changes to Requirements for products and services

When product requirements are changed, NMT communicates changes to relevant personnel and amends relevant documents 8.3 Design and Development of Products and Services

8.3 Design and Development of Products and Services

Design and Development is not performed at NMT and is Non-applicable to this manual.

8.4 Control of Externally Provided Processes, Products, and Services

8.4.1 General

NMT has defined the controls for outsourced processes as per P-840, Control of External Providers.

A documented procedure (P-840) is followed to ensure that purchased product conforms to the specified purchase requirements. The procedure outlines the extent of control required for suppliers. Suppliers are evaluated and selected based on their ability to supply product in accordance with requirements as outlined in the procedure.

Responsibilities and criteria for selection, evaluation and re-evaluation, status and status change and risk analysis are documented in the procedure. Records of the evaluation and any necessary actions are maintained as quality records.

NMT is responsible for the conformity of all externally provided processes, products, and services, including from sources defined by the customer.

NMT shall ensure, when required, that the customer-designated or approved external providers, including process sources, (eg. Special processes), are used.

NMT shall ensure, when required, that the risks associated with the external provision of processes, products, and services, as well as the selection and use of external providers.

NMT shall require that external providers apply appropriate controls to their direct and sub-tier external providers, to ensure that requirements are met

8.4.1.1

This is done following our documented Purchasing procedure and includes:

- ***Maintaining a register of suppliers that includes approval status and the scope of the approval***
- ***Reviewing supplier performance including process, product and service conformity, and on time delivery performance;***
- ***Defining action to take when suppliers do not meet requirements***
- ***Defining responsibility, authority and the process for approval status decisions, changes of status, and conditions for controlled use of a supplier***
- ***Defining the requirements for controlling documented information created by and/or retained by external providers.***

8.4.2 Type and Extent of Control

The Control of External Providers procedure (P-840) describes the process used to verify that purchased product meets specified purchase requirements. NMT ensures that externally provided processes, products, and services do not adversely affect the company's ability to consistently deliver conforming products and services to its customers. This is done by the following:

a) Ensuring that externally provided processes remain within the control of its quality management system.

b) Define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output

c) NMT takes into consideration, the effectiveness of the controls applied by the external provider, the potential for external provided processes, products and services to meet customer and applicable statutory and regulatory requirements, the ***results of the periodic review of external provider performance.***

Purchased product is not used or processed until it has been verified as conforming to specified requirements unless it is released under positive recall procedure. If test reports are used to verify purchased product, the data must meet applicable specifications. Test reports for raw material are periodically validated.

Verification activities can include:

- ***Obtaining objective evidence of the conformity of the product form the supplier (e.g. accompanying documentation, certificate of conformity, test records, process control)***
- ***Inspection and audit at the supplier's premises,***
- ***Review of the required documentation,***
- ***Inspection of products upon receipt, and***
- ***Delegation of verification to the supplier or supplier certification.***

Where purchased product is released for production use pending completion of all required verification activities, it shall be identified and recorded to allow recall and replacement if it is subsequently found that the product does not meet requirements.

When verification activities are delegated to the supplier the requirements are defined, and a register of delegations is maintained.

When external provider test report are utilized to verify externally provided products, NMT has implemented a process to evaluate the data in the test reports to confirm that the product meets requirements.

If NMT or the customer will perform verification at the supplier's premises, the verification arrangements and method of product release are documented in the purchasing information. Where specified in the contract, the customer or the customer's representative is given the right to verify at the supplier's premises and organization's premises that product conforms to specified requirements

8.4.3 Information for External Providers

Purchasing information describes the product to be purchased, the requirements for:

a) The process, products and services to be provided including the ***Identification and revision status of documentation and relevant technical data***
b) Requirements for approval of product, processes and equipment
c) Requirements for qualification of personnel including competence
d) The external providers interactions
e) The control and monitoring of the external providers' performance that will be applied
f) Verification or validation activities that NMT, or its customer, intends to perform at the external providers premises;
g) ***Requirements for test, inspection, and verification, for product acceptance and related instructions, critical items including key characteristics***
h) ***Requirements for test specimens, and inspection/verification***
i) **The need to implement a Quality management system**
   - ***Requirements for the supplier to notify of nonconforming product, obtain approval for nonconforming product disposition, notify of changes in product or process, changes of suppliers, changes of manufacturing facility location, and flow down requirements to the supply chain and to obtain NMT Approval***
   - ***Records retention***
   - ***Right of access to areas of the facilities and records, at any level of the supply chain***
   - ***Prevent the use of counterfeit parts***
   - ***Ensuring that persons are aware of their contribution to product or service conformity, their contribution to product safety, and their importance to ethical behavior***

The purchasing documents are reviewed to ensure the adequacy of requirements before orders are placed with the supplier.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

NMT plans and carries out production and service provision under controlled conditions according to documented procedure (P-851). Controlled conditions include, as applicable:

- The availability of documents or records that describes the characteristics of the product as well as the results to be achieved
- The availability and use of monitoring and measuring equipment
- The implantation of monitoring and measurement activities at appropriate stages to verify that criteria for control of process or outputs, and acceptance criteria for products and services, have been met.
- The availability of work instructions, and the appointment of competent persons, including any required qualifications
- The validation and revalidation of special (See 8.5.1.2).
- The implementation of actions to prevent human error
- The implementation of release, and delivery activities
- ***The accountability for all product during production (e.g., parts quantities, split orders, nonconforming product)***
- ***The evidence that all production and inspection/verification operations have been completed as planned, or as otherwise documented and authorized,***
- ***The provision for the prevention, detection, and removal of foreign objects,***
- ***The monitoring and control of utilities and supplies such as water, compressed air, electricity and chemical products to the extent they affect product quality, and criteria for workmanship, which shall be stipulated in the clearest practical manner (e.g., written standards, representative samples or illustrations).***
- ***The identification and recording of products released for subsequent production use pending completion of required measuring and monitoring activities, to allow recall and replacement if it is alter found that the product does not met requirements.***

Planning considers, as applicable:

- ***The establishment of process controls and development of control plans where key characteristics have been identified,***
- ***The identification of in-process verification points when adequate verification of conformance cannot be performed at a later stage of realization,***
- ***The manufacture and use of tooling so that variable measurements can be taken, particularly for key characteristics, and***

8.5.1.1 Control of Equipment, Tools, and Software Programs

Production equipment, tools and programs are validated prior to use and maintained and inspected periodically according to documented procedures. Validation prior to production use includes verification of the first article produced to the design data/specification.

Storage requirements, including periodic preservation/condition checks, have been be established for production equipment or tooling in storage. Form F-851-003

8.5.1.2 Validation and Control of Special Processes

Validation of processes for production and service provision is excluded from this manual. NMT does not utilize any in-house "special processes" where the result of the process cannot be verified by subsequent monitoring or measurement. Any such special processes are sent to outside suppliers, and controlled and through the Purchasing Process per (P-840)

8.5.1.3 Production Process Verification

Production processes are verified using a representative item form the first production run of a new part or assembly to verify that the process and tooling are capable of producing conforming parts. Verification is repeated when changes occur that could invalidate the original results.

> ***Note: This activity is referred to as first article inspection. This information is retained documented information.***

8.5.2 Identification and Traceability

NMT identifies the product throughout product realization according to the Identification and Traceability procedure (P-852).

- ***NMT maintains the identification of the configuration of the product in order to identify any differences between the actual configuration and the agreed configuration.***
- Product status is identified with respect to monitoring and measurement requirements.
- ***When acceptance authority media such as stamps, electronic signatures or passwords are used NMT establishes and documents controls for the media.***
- According to the level of traceability required by contract, statutory and regulatory, or other established requirement, NMT system provides for:
  - ***Identification to be maintained throughout the product life***
  - ***All the products manufactured from the same batch of raw material or from the same manufacturing batch to be traced, as well as the destination (delivery, scrap) of all products of the same batch;***
  - ***For an assembly, the identity of its components and those of the next higher assembly to be traced;***
  - ***For a given product, a sequential record of its production (manufacture, assembly, inspection) to be retrieved.***

NMT controls and records the unique identification of the product where ever traceability is a specified requirement

8.5.3 Property Belonging to Customers or External Providers

NMT exercises care with customer property while it is under the organization's control or being used. A procedure (P-851) outlines the Identification, verification, protection and safeguarding of customer property provided for use.

If any customer property is lost, damaged or otherwise found to be unsuitable for use, this is reported to the customer and records maintained. NOTE Customer property can include intellectual property and, personal data, including customer furnished data used for design, production and/or inspection

8.5.4 Preservation

NMT preserves the product during internal processing and delivery to the intended destination per procedure (P-854). This preservation includes identification, handling, packaging, storage and protection. Preservation also applies to the constituent parts of a product.

Preservation of product also includes, where applicable in accordance with product specifications and/or applicable regulations, provisions for:

- ***Cleaning;***
- ***Prevention, detection and removal of foreign objects;***
- ***Special handling for sensitive products;***
- ***Marking and labeling including safety warnings;***
- ***Shelf life control and stock rotation;***
- ***Special handling for hazardous materials.***

8.5.5 Post-Delivery Activities

Post-Delivery support is not provided at NMT and is Non-applicable.

8.5.6 Control of Changes

Authorized people for approving changes to production processes are identified in the Procedure P-851. NMT controls and documents changes affecting processes, production equipment, tools and software programs according to this procedure.

The results of changes to production processes are assessed to confirm that the desired effect has been achieved without adverse effects to product quality. Documented information is retained describing the results of the review of changes the person(s) authorizing the change, and any necessary actions arising from the review.

8.6 Release of Products and Services

NMT Products or Services undergo inspection and/ or testing to ensure they meet all

requirements at critical stages throughout the various processes, and then prior to final delivery. Measurement requirements are documented; this documentation includes:

a) Criteria for acceptance and/ or rejection,

b) Where in the sequence measurement and testing operations are performed,

c) A record of the measurement results, and

d) Type of measurement instruments required

Where required to demonstrate product qualification, NMT will ensure that records provide evidence that the product or service meets the defined requirements.

Product is not used until it has been inspected or otherwise verified has conforming to specified requirements, except when released under positive-recall procedures pending completion of a all required measurement and monitoring activities.

Evidence of conformity with acceptance criteria is maintained. Records indicate the person(s) authorizing release of Products or Services. NMT ensures that required documented information required to accompany the products are present at delivery.

8.7 Control of Nonconforming Outputs

NMT ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product are defined in the Control of Nonconforming Outputs (P-870).

The term "nonconforming product" includes nonconforming product returned from a customer.

Responsibility for review and authority for the disposition of nonconforming product and the process for approving personnel making these decisions is defined in the procedure.

This process includes:

- Appropriate action to eliminate the nonconformity
- Disposition of the nonconforming material
- Taking action to control the material, precluding its original use
- Taking appropriate action when nonconforming product is detected after delivery
- Taking actions to contain the effect on other processes or products.
- Timely reporting of nonconformities affecting delivered products and services to the customer and to relevant interested parties.
- Defining the responsibility and authority for the review and disposition of nonconforming outputs and the process for approving persons making these decisions.

Corrected nonconforming product is re-verified and ***product dispositioned for scrap is conspicuously and permanently marked, or positively controlled, until physically rendered unusable.***

In addition to any contract or statutory and regulatory authority reporting requirements, ***NMT system provides for timely reporting of delivered nonconforming product that may affect reliability or safety.*** Notification includes a clear description of the nonconformity, which includes as necessary parts affected, customer and/or organization part numbers, quantity, and date(s) delivered.

Use-as-is disposition is only used with authorization by a representative of the design. The organization also does not use dispositions of use-as-is or repair, unless specifically authorized by the customer, if

- ***The product is produced to customer design, or***
- ***The nonconformity results in a departure from the contract requirements.***

Counterfeit, or suspect counterfeit, parts shall be controlled to prevent reentry into the supply chain.

NOTE Parties requiring notification of nonconforming product may include suppliers, internal organizations, customers, distributors, and regulatory authorities.

Non-conforming documented information shall be retained as per the Control of Nonconforming outputs (P-870). It shall describe the non-conformity, actions taken, concessions obtained, and identifies the authority deciding the action in respect of the non-conformity.

Related Procedures

Operational planning and control	P-810
Operational Risk Management	P-811
Operational Configuration Management	P-812
Customer Related Processes	P-820
Control of External Providers	P-840
Control of Production	P-851
Identification and traceability	P-852
Preservation	P-854
Control of Nonconforming Outputs	P-870

Section 9: Performance Evaluation

9.1 Monitoring, Measurement, Analysis, and Evaluation

9.1.1 General

NMT determines which aspects of its quality management system must be monitored and measures. NMT determines the methods to utilize and records to maintain, and when the results from monitoring and measurement shall be analyzed and evaluated, within this Quality Manual and subordinate documentation. Monitoring and measurement of the processes, as defined in 4.4 above, ensure that the Top Management evaluates the performance and effectiveness of the quality management system itself.

9.1.2 Customer Satisfaction

As one of the measurements of the performance of the quality management system, NMT monitors information relating to customer perception as to whether the organization has fulfilled customer requirements.

The information monitored and used for the evaluation of customer satisfaction includes, and is not limited to product conformity, on-time delivery performance, customer complaints and corrective action requests. Improvements that address deficiencies are planned and implemented and the effectiveness of results assessed.

The method for obtaining and using this information is identified in the Monitoring, Measurement, Analysis and Evaluation Process (P-910), and Customer Satisfaction (P-912)

9.1.3 Analysis and Evaluation

NMT determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the quality management system can be made. The process for determining, collecting and analyzing this data is defined in the Management Responsibility procedure (P-500). Appropriate data includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to:

- Conformity of products and services;
- The degree of customer satisfaction
- The performance and effectiveness of the quality management system;
- If planning has been implemented effectively
- The effectiveness of actions taken to address risks and opportunities
- The performance of external providers
- The need for improvements to the quality management system

9.2 Internal Audit

NMT conducts internal audits at planned intervals to determine whether the quality management system

- Conforms to NMT's own requirements for its quality management system as well as to the requirements of this International Standard and to the quality management system requirements established by the organization including any applicable statutory and regulatory quality management system requirements.
- Is effectively implemented and maintained.

An audit program has been designed and implemented and identifies an audit schedule based on the importance of the areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency, methods, responsibilities and requirements for planning and conducting audits, and for reporting and maintaining results, are defined and documented in the Internal Audit procedure (P-920).

The management responsible for the area being audited is responsible for ensuring that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results.

9.3 Management Review

9.3.1 General

Top management reviews the QMS Bi-annually at management review meetings. This review assesses the continuing QMS suitability, adequacy and effectiveness, and alignment with the strategic direction of the organization. Records are maintained for each management review meeting.

9.3.2 Management Review inputs

The management review shall be planned and carried out taking into consideration:

a) The status of actions from previous management reviews;

b) Changes in the context of the organization that are relevant to the quality management system

c) Assessment of the QMS is based on a review of information on performance and effectiveness of the quality management system, including trends in:

- Customer satisfaction and feedback from interested parties
- The extent to which quality objective have been met
- Process performance and product conformity
- Nonconformities and corrective actions
- Monitoring and measurement results
- Results of audits
- The performance of external providers
- On-time delivery performance
- The adequacy of resources
- The effectiveness of actions taken to address risks and opportunities
- Planned changes that could affect the quality management system
- Recommendations and opportunities for improvement

9.3.3 Management Review Outputs

During these review meetings, management will identify appropriate actions to be taken regarding the following issues:

- Opportunities for improvement
- Improvement of the effectiveness of the quality management system and its processes and any changes needed
- Resource needs
- Risks identified

Responsibility for required actions is assigned to members of the management review team. Any decisions made during the meeting, assigned actions, and their due dates are recorded in the minutes of management review.

Related Procedures

Monitoring, Measurement, Analysis and Evaluation Process	P-910
Customer Satisfaction	P-912
Internal Audit	P-920
Management Review	P-930

Section 10: Improvement

10.1 General

NMT continually improves the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions to reduce undesired effects, and management review. ***Management monitors the implementation of improvement activities and evaluates the effectiveness of results*** (P-1010)

10.2 Nonconformity and Corrective action

NMT takes action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. Likewise, NMT takes preventive action to eliminate the causes of potential nonconformities in order to prevent their occurrence.

10.2.1 A documented procedure (P-1020) describes

a) how the NMT reacts to the nonconformity and as applicable:
   - Determining and implementing action needed to control and correct it
   - Dealing with the consequence

b) Evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere by:
   - Reviewing and analyzing the nonconformity
   - Determining the causes of nonconformities including, as applicable, those related to human factors
   - Evaluating the need for action to ensure that nonconformities do not recur
   - Records of the results of action taken
   - Reviewing the effectiveness of the corrective action taken.
   - Update risks and opportunities determined during planning, if necessary
   - ***Flow down of the corrective action requirement to a supplier, when it is determined that the supplier is responsible for the nonconformity***

- ***Specific actions where timely and/or effective corrective actions are not achieved,***
- ***Identification of additional nonconforming product,***

10.2.2 Documented information of the Nonconformances are retained on the Non-Conformance Log (F 870-002) on the company server as a WIP This information is evidence of:

a) the nature of the nonconformities and any subsequent actions taken
b) the results of any corrective action

10.3 Continual Improvement

NMT continually improves the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review. This includes seeking opportunities for improvement. Management monitors the implementation of improvement activities and evaluates the effectiveness of results (P-500)

Related Procedures

Improvement	P-1010
Nonconformity and corrective action	P-1020

QUALITY SYSTEM MANUAL REVISION HISTORY AND APPROVAL

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