

**FLEET MACHINE CO.  
QUALITY MANUAL**

**QMS-001**



**FLEET  
MACHINE CO.**

**AS9100D**

# **Quality Manual**

**Rev G**

**Approvals:**

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# **FLEET MACHINE CO. QUALITY MANUAL**

## **SECTION 2**

### **INTRODUCTION**

Fleet Machine Co. provides high quality precision machined components for a variety of industries. Fleet Machine Co. has the experience and technical knowledge to produce custom machined parts and material solutions for a wide range of industry applications. Our purchasing/inventory expertise in the manufacturing environment provides the foundation necessary to offer our customers economically effective ways in which parts can be manufactured without affecting design performance integrity.

### **QUALITY SYSTEM SCOPE**

Fleet Machine Co. maintains an AS9100D management system that covers the manufacture of precision machined components. Although Fleet Machine Co. may assist the customer, the scope of this Quality Management System does not include part design. As design configurations are always the responsibility of the customer, the requirements of section 8.3 of the standard do not apply. Fleet Machine Co. does not provide post delivery support therefore a section 8.5.5 does not apply. Exclusion of these activities does not affect product requirements or conformance to the AS9100D requirements.

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## SECTION 4.0 CONTEXT OF THE ORGANIZATION

### 4.1 Understanding the Context of the Organization

Fleet has determined the external and internal issues that are relevant to its purpose and its strategic direction and that affects its ability to achieve the intended results of our Quality Management System. We monitor and review the information at least once a year during a Management Review Meeting. Records of this activity will be maintained with the management review meeting minutes.

### 4.2 Understanding the Needs and Expectations of Interested Parties

Fleet has determined the interested parties that effect or could potentially affect our ability to provide the products and technical support to our customer and to meet statutory and regulatory requirements and has determined their requirements in relationship to our QMS. This information is monitored and reviewed at least once a year during a Management Review Meeting. Records of this activity will be maintained with the management review meeting minutes.

### 4.3 Determining the Scope of the Quality Management System

Fleet has determined the scope of the Quality Management System (QMS) taking into consideration the issues in 4.1, the requirements in 4.2 and the products and technical support we provide.

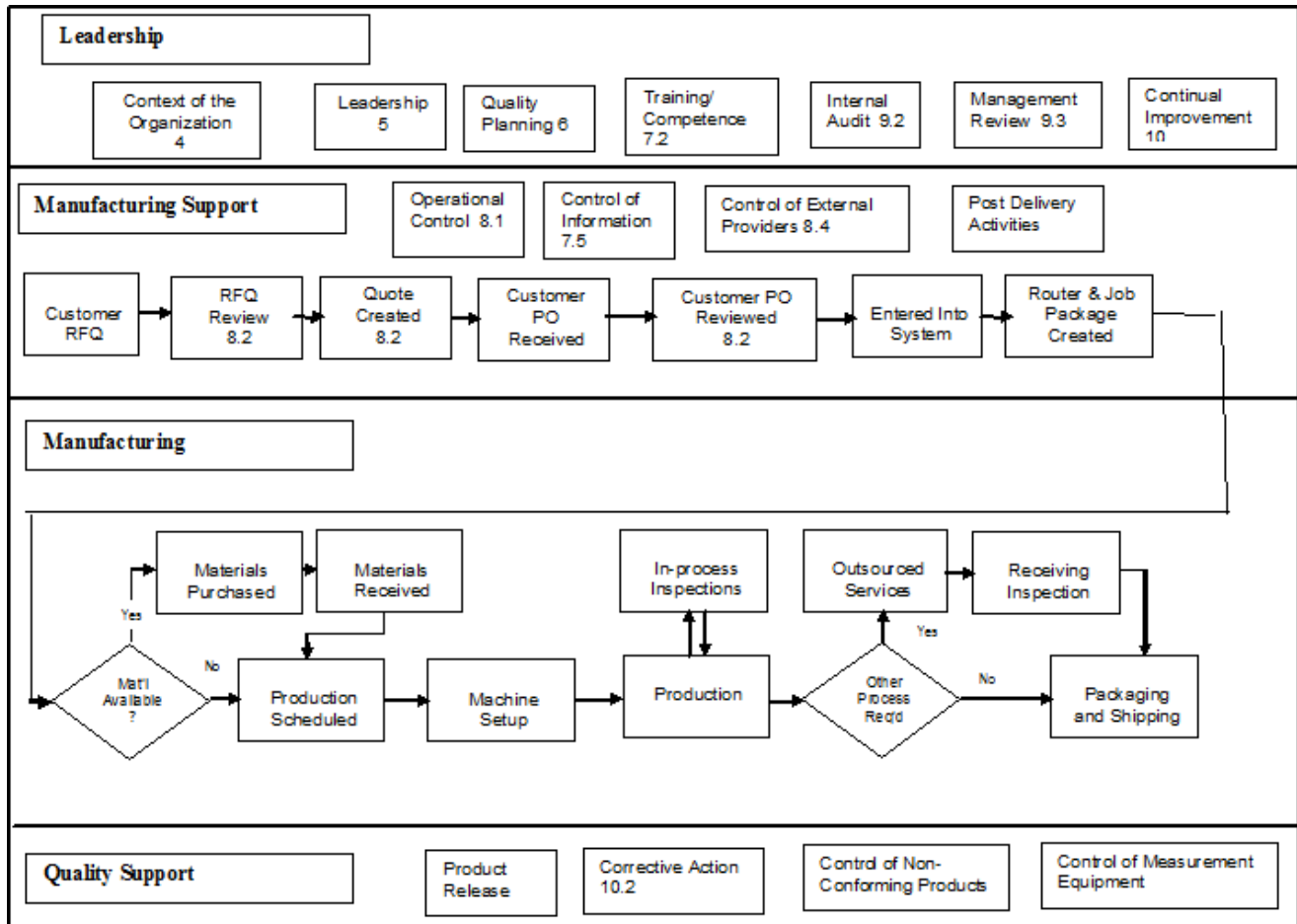
The Fleet Quality Management System described in this manual is applied to all policies, processes, procedures, and records used by Fleet to meets its quality policy and to comply with the requirements of the AS9100D Standard. Scope includes all products manufactured by Fleet. Due to the nature of our business, excluded from this manual and from the quality management system are clauses:

- 8.3: Design and development of products and services. Fleet does not design products under contracts with customers.

### 4.4 Quality Management System and its Processes

Fleet Machine Co. has established, implemented and continually improves a Quality Management System in accordance with AS9100D. The processes of the Quality Management System have been identified in the following flowchart:

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To support process management and process improvement Fleet Machine has organized its activities in to 4 major processes. Their descriptions are as follows:

## 4.4.1 Management/Leadership

Manage, plan and improve the QMS to meet standard, statutory, regulatory and customer requirements. Ensure control of records and documents associated with the QMS. Develop and ensure quality policy is understood by all employees. Perform mgt reviews of the QMS on periodic basis and utilize this meeting to develop action plans for improvement to the QMS. Continuously review and provide resources to maintain and effective QMS and needed for manufacture of product. Manage and control the purchasing process and supplier base to provide to support product realization needs. Monitor and measure process and goals to meet requirements for the Business. Ensure customer satisfaction.

4.4.1.1 Interfaces with Process 2, Man. Support, Process 3 Manufacturing and Process 4 Quality Support.

4.4.1.2 Inputs include customers communication, risk assessment, internal processes, internal audits, lean initiatives, process reviews, other party audits.

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4.4.1.3 Outputs include business strategy, policies, organizational structure, core processes, goal/objectives, resource requirements, risk mitigation, training.

4.4.1.4 Key Elements: 4,5,6,7(except 7.13, 7.15, 7.5), 9, 10.3

### **4.4.2 Manufacturing Support**

Planning of product realization including job package, risk assessment, configuration control and programming for CNC manufacturing.

4.4.2.1 Interfaces with Process 1 Mgt., Process 3 Manufacturing and Process 4 quality support

4.4.2.2 Inputs include existing planning, drawings, contract requirements, customer issues, statutory and regulatory requirement, risk analysis and job history.

4.4.2.3 Outputs include traveler, inspection sheet, machine programs, risk mitigation, tool set up sheets.

4.4.2.4 Key Elements : 7.5, 8.1, 8.2,8.4 (except 8.4.2), 8.5.5, 10.1

### **4.4.3 Manufacturing**

Fleet plans and carries out manufacturing under controlled conditions. Controlled conditions include applicable information, procedures, equipment and other related processes, facilities and equipment along with personnel. Material is released; processed and validated, monitored and measured; nonconforming product controlled, Product is preserved, packaged and shipped. Applicable documentation are the product specific inspections, drawings, specifications, material and processing certifications.

4.4.3.1 Interfaces with processes 1 Mgt., 2 Mfg. Support and 4 Quality Support

4.4.3.2 Inputs include traveler, inspection sheets,drawing, specifications, machine programs, tool set-up sheets.

4.4.3.3 Outputs include conforming product, OTD, proven process, customer satisfaction, process improvements and metrics/data

4.4.3.4 Key Elements: 7.1.3, 8.5 (except 8.5.2)

### **4.4.4 Quality Support**

Provides in receiving and final inspections along with first article reports. Manages the calibration system, controls all nonconforming product, manages the continual improvement, corrective and preventive action processes.

4.4.4.1 Interfaces with processes 1 Management, 2 Mfg. Support, 3 Manufacturing,

4.4.4.2 Inputs include calibration requirements, corrective actions, risk assessment, supplier issues, non-conf material issues, customer returns, and inspection requirements, statutory/regulatory requirements

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4.4.4.3 Outputs include QMS system updates, inspection data/results, CAR and CI/PA process effectiveness, inspection controls, Internal Process audits, systemic actions to correct product and system non-conformances

4.4.4.4 Key Elements 7.1.5, 8.4.2 8.6, 8.7, 10.2

Fleet Machine Co. has determined the criteria and methods needed to ensure that both the operation and control of these processes are effective. This is performed through knowing and communicating the product requirements and the Objectives for the Quality System as well as the monitoring methods and metrics. Process Analysis and Improvement Reports are maintained for each of the 4 major processes that contain, as applicable, process measures, objectives, and improvement actions. The reports are reviewed and acted on during management review.

Fleet Machine Co. ensures the availability of resources and information necessary to support the operation and monitoring of these processes. This is described in Section 7 of this manual. Resource needs, including those needed to maintain the Quality Management System is the responsibility of the General Manager and other management personnel. Formal evaluations of resources and information occur during Management reviews.

Where Fleet Machine Co. outsources processes that affect product conformity with requirements, Fleet Machine ensures control over such processes. The degrees of controls of such outsourced processes have been identified in section 8.4 Control of Externally Provided Processes, Products, and Services, of this Quality Manual.

Ensuring control over an outsourced process does not absolve Fleet Machine Co. of responsibility for conformity to the customer specifications

## **SECTION 5.0 LEADERSHIP**

### **5.1 Leadership and Commitment**

The Management Team regularly communicates the importance of meeting customers, statutory, and regulatory requirements through personal contact and with formal and informal meetings with all employees. The quality policy is stated elsewhere in this manual. The quality objectives are set and reviewed during management review meetings. Management reviews are conducted following section 9.3. Resources are managed under section 7.1.

#### **5.1.1 Customer focus**

The manager of every department within Fleet Machine understands how the performance of that department relates to enhancing customer satisfaction. Frequent communication is maintained with all customers to obtain feedback on satisfaction. A file is maintained by the General Manager of customer feedback. Customer satisfaction is discussed at staff and employee meetings. Statutory and regulatory requirements may also be conveyed through meetings and emails. Management ensures that product

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conformity and on-time delivery performance are measured and appropriate actions taken if planned results are not achieved.

### 5.2 The Quality Policy

***Fleet Machine Co. provides products of the highest quality, value and consistency that meet or exceed our customers' needs. We are committed to complying with all requirements including AS9100D and to the continual improving our Quality Management System.***

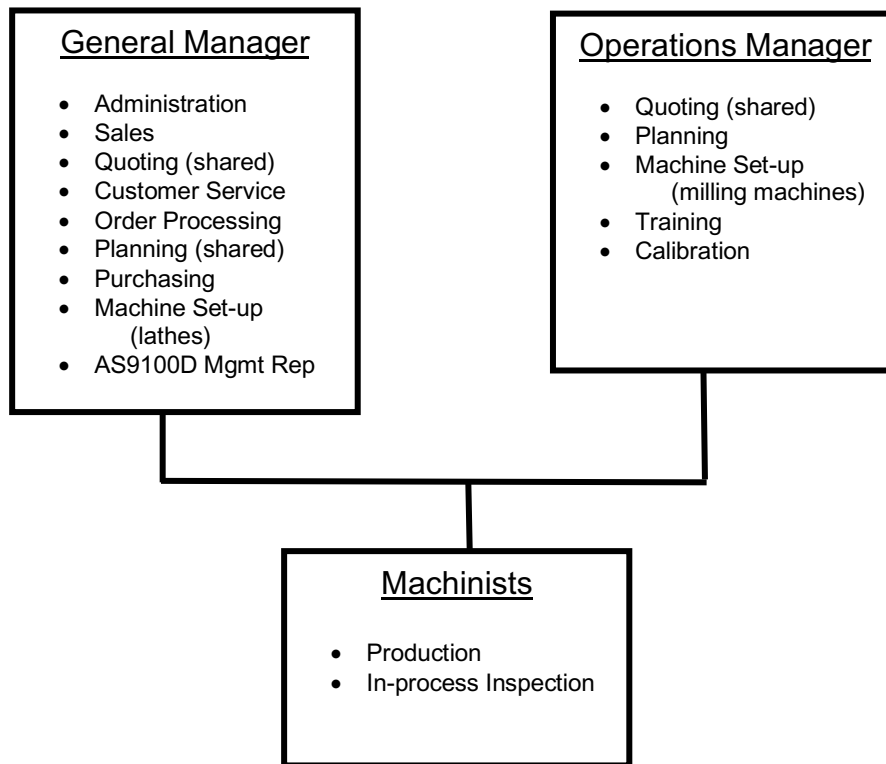
All employees have been trained in the quality policy and all new employees are trained at the time of hire. The training is documented in the personnel training records. Copies of the policy are posted at various locations in the facility, and copies are available on request. The understanding of the quality policy is evaluated through frequent contact between management and personnel and through internal audits. The Quality Policy is reviewed for suitability at least once a year during the management review meeting.

### 5.3 Organizational Roles, Responsibilities, and Authorities

#### 5.3.1 Responsibility and authority

Due to the relatively small size of the organization there is a considerable amount of shared responsibilities and multiple responsibilities. The responsibilities are well communicated and well known throughout the organization. The chart below gives a general overview of the organizational structure. More specific responsibilities and authorities are defined in the quality management procedures.

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## 5.3.2 Management Representative

The management representative is the General Manager. The management representative is responsible for ensuring that the processes needed for the quality management system are established, implemented, and maintained. The management representative reports to the management staff on the performance of the quality management system and of any need for improvements. The management representative has and will ensure the promotion of awareness of customer requirements throughout the organization.

The Management Representative has responsibilities that may include liaison with external parties on matters relating to the Quality Management System. External parties typically include customers, consultants and registrars.

## 5.3.3 Internal communication

The management of Fleet Machine maintains daily verbal and/or written communication with employees on issues involving customer satisfaction and the Quality Management System. Management holds meetings with employees at appropriate times, to provide awareness on business and customer issues.



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## **SECTION 6.0 PLANNING**

### **6.0 Planning**

#### **6.1 Risks and Opportunities**

Fleet has performed a SWOT analysis to identify risks and opportunities in the business. The results will be reviewed during informal planning meetings and updated once a year at the Management Review Meeting. When appropriate, strategic and tactical action plans are generated as a result of the analysis. The actions taken are integrated into the quality management system and their effectiveness evaluated. Evidence of these activities can be found in the Management Review Meeting Minutes.

Risk is taken into consideration during planning, machine acquisition, hiring, quoting, customer order review purchasing, and the fulfilment processes.

#### **6.2 Quality Objectives**

Quality objectives are set and reviewed annually in the management review meeting. They include objectives relating to the quality policy, customer satisfaction, and business improvement. Where appropriate, they are established at relevant functions of the organization. A list of the objectives, their measurements, and targets and actions taken are contained in the management review meeting

#### **6.3 Planning for Changes**

The management of Fleet ensures the planning of the QMS is carried out in order to meet customer and statutory/regulatory requirements through management review, corrective action, training, internal audit, and other actions. Additionally, management ensures the integrity of the system is maintained when changes in the company's operation are planned.

## **7 SUPPORT**

### **7.1 Provision of resources**

#### **7.1.1 Fleet Machine determines and provides the resources needed:**

- a) To implement and maintain the Management System and continually improve its effectiveness and
- b) To enhance customer satisfaction by meeting customer requirements.

Resources include: people, infrastructure, environment for the operation of processes, monitoring and measurement, organizational knowledge, and competence.

It is the responsibility of the all management to provide all such resources. Resource requirements are further reviewed at the Management Reviews (section 9.3).

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### 7.1.3 Infrastructure

Fleet Machine determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, for example:

- Buildings, workspace and associated utilities. This includes adequate workspace for office, production, inspection and storage areas. Utilities include heat, water, and the electricity needed to operate the production and office equipment.
- Process equipment, both hardware and software are used and maintained to achieve customer requirements. To ensure proper operation and maintenance, First Piece Inspections are always performed. The individual Machinists are responsible for maintaining the equipment and/or to report equipment problems. Management is responsible for maintaining other necessary software and systems for functions such as order tracking process control.
- Supporting services. Other supporting services to support operations (such as transport, communication or information systems) are maintained or retained to ensure customer and Quality System requirements are met.

### 7.1.4 Environment

Fleet Machine determines and manages the work environment needed to ensure conformity to customer requirements. Fleet Machine Co. ensures that the work environment is kept clean, safe, well lit, and comfortable. Comfortable conditions help ensure productivity, process and product conformity. Fleet Machine has the ability to monitor and control work environments as required by contract or print.

### 7.1.5 Monitoring and Measurement

Fleet Machine determines the monitoring and measuring equipment needed to provide evidence of conformity of product and processes to print requirements. As required such equipment used or inspection methods are recorded on the Inspection Sheet. **QMS-007 Control of Measurement Equipment** procedure provides further details on the control process.

Where necessary to ensure valid results, measuring equipment is:

- a) Calibrated or verified or both at specified intervals, or prior to use, against measurement standards traceable to national measurement standards;
- b) Adjusted as necessary;
- c) Identified in order to determine calibration status; all tools are to be calibrated by Fleet Machine on an appropriate periodic basis.
- a) Safeguarded from adjustments that would invalidate measurement results and protected from damage during handling and storage.

Fleet Machine assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. Appropriate action is taken on the equipment and any product deemed to have been adversely affected. The action is recorded on the equipment calibration cert.

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Records of the results of calibration and verification are maintained. When required, measurement traceability is maintained.

### 7.1.6 Organizational Knowledge

Fleet has and continues to determine the knowledge necessary for the operation of its processes and to achieve conformity of products. The knowledge is maintained and communicated by:

- Documented work instructions setups and routers
- Maintenance of Inspection and test records
- Cross-training of production personnel
- Problem solving and corrective actions
- Formal and informal meetings

### 7.2 Competence

Personnel performing work affecting product quality, customer requirements, or the Quality Management System either directly or indirectly shall be competent on the basis of appropriate education, training, skills and experience.

- The managers are required to ensure employees under their management have the skills and competencies required for the position they are in. They are required facilitate any training necessary to meet this requirement and to evaluate its effectiveness. Form **F-106 Training and Evaluation Form** is employed to define the necessary competencies and to plan the training required. The managers are required to make sure all personnel understand the relevance of their activity in regard to how they contribute to the achievement of the quality objectives.
- ‘On the Job’ training is provided by the managers to provide the necessary competencies to the employees. **Form F-107 OJT** is used to record the training. Training records for employees are held in their personnel files.
- The Management Team evaluates the effectiveness of the training process through regular communication, the corrective action process, and through formal and informal audits. Training issues are addressed during informal and formal meetings and the Management Review Meetings.

### 7.3 Awareness

- All employees are made aware and trained during new hire orientation, during one on one employee review session, or during a meeting and/or presentations of the following:
  - The company’s employee policies and procedures
  - The quality policy, quality objectives, and the Quality Management System
  - Safety and environmental issues

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- Their contribution to product conformity and product safety
- The importance of ethical behavior.

The **Form 118 New Employee Orientation Checklist** is employed to record the training.

### 7.4 Communication

In order to provide good customer service and to meet customer expectations Fleet Machine ensures we plan and conduct effective communication with our customers. We ensure that all relevant product information is communicated to customers either through direct contact, sales materials or by other means. Wherever we need to communicate with the customer regarding inquiries, orders, contracts, advisory notices or other arrangements, we will do so in a structured, effective manner. We will also create and promote channels of communications so customers may provide feedback, including complaints.

### 7.5 Documented Information

#### 7.5.1 Documentation Control

Documents needed by the Quality Management System are controlled per procedure **QMS-002 Document Control**. This procedure describes how documents are:

- Are checked for adequacy and approved before issue
- Are reviewed, updated and re-approved as necessary
- Changes and current revision status of the documents are identified
- Relevant versions are available at points of use
- Remain legible and readily identifiable
- External documents are controlled
- Obsolete documents are protected against unintended use

#### 7.5.2 Records Control

Quality records are controlled according to requirements of procedure **QMS-003 Records Control**. This procedure defines the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.

Records remain legible, readily identifiable and retrievable. These records provide evidence of conformity to requirements and of the effective operation of the Quality Management System.

## SECTION 8.0 OPERATION

### 8.1 Operational Planning and Control

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Fleet Machine plans and develops the processes needed for product realization. Planning of product realization is consistent with the Quality Management System requirements.

In planning for product realization, Fleet Machine determines the following:

- a) Objectives and requirements for the product including special requirements and critical characteristics: These are typically determined through the review of Customer's specific P.O. and print requirements.
- b) The need to establish processes, documents, and to provide resources specific to the product: These established are per the Process Plan Flowchart (section 4.4). The required documents and their use are described in this manual. Other resources and requirements specific to the job will be specified on the job's Traveler.
- c) Required verification, validation, monitoring, and measurement activities specific to the product: The criteria for end product acceptance is specified on the customer's print and/or communicated on Router/Traveler.
- d) Records needed to provide evidence that the realization processes and resultant shipments fulfill requirements will be retained: This is as documented in **QMS-003 Records Control**.
- e) Configuration management appropriate to the product: Revision levels are employed and maintained on documentation and machine software.
- f) Resources to support the use of the product: Not an issue for this type of business.
- g) Fleet applies the appropriate project management tools when major changes are planned, such the introduction of new process or equipment.
- h) Other than outsourcing certain processes (the control of which is covered in the purchasing procedure), work transfers are not performed. If a need arises for a work transfer or a work transfer is required by a customer, a controlled, project managed, risk adverse process will be utilized.

### 8.1.1 Risk Management

Risk management techniques are applied at appropriate points in the Product Realization process. Guidance for analyzing and categorizing risk is contained in the QMS 009 **Risk Management Guidance Document**. Risk is analyzed during quoting/purchase review, supplier selection, and the production planning processes by the GM or the OM. If the risk is determined to be insignificant a notation is made on the purchase order, traveler, or supplier approval form and it is processed. If a significant risk (as defined in QMS-009) is determined, the risk management process is initiated and a **Risk Mitigation form F-112** is generated. The appropriate action is taken according to the risk mitigation decisions.

### 8.1.2 Configuration Management

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Fleet Machine does not design nor assemble products for customers. Configuration management is addressed through the control of customer designated revisions and drawing changes throughout the planning and manufacturing process. Revision levels are reviewed and confirmed during the purchase order review process. During the planning and documentation creation process, the revision levels are noted and controlled. The revision levels appear on the associated travelers, inspection sheets and, when appropriate, on the machine programs. The configuration status is reviewed and confirmed during the machining and inspection processes. The sign-off of the completed product constitutes a record of a successful configuration audit.

Significant changes in customer requirements are controlled through the contract review process. New drawings and process documents are created to reflect the revisions. Minor changes will be controlled through the document and print change process as defined in the document control procedure and the ECO process.

Changes generated by outside reference specifications or regulatory requirements are addressed according to document control procedure and the ECO process.

### **8.1.3 Product Safety**

Considering the products being made by Fleet and their applications, the requirements of this section of the standard are being met through the training of the employees, the control of the purchasing process, and the control of the production process. Meeting the customer's product requirements ensures the safety of the product in its intended application.

### **8.1.4 Prevention of Counterfeit Parts**

Avoidance of employing counterfeit materials, processes, and/or parts is controlled through the purchasing process and is detailed in QMS-008, Purchasing and Receiving Procedure. The requirement of material certs for all material purchases, test reporting requirements and the process of periodically validating purchased products and services provides for the prevention from introducing counterfeit parts or materials to the production process. If substandard or counterfeit parts are received by Fleet, the control of nonconforming process is deployed and an appropriate corrective action is initiated.

## **8.2 Requirements for Products**

### **8.2.1 Customer Communications**

In order to provide good customer service and to meet customer expectations Fleet Machine ensures we plan and conduct effective communication with our customers. We ensure that all relevant product information is communicated to customers either through direct contact, sales materials or by other means. Wherever we need to communicate with the customer regarding inquiries, orders, contracts, advisory notices or other arrangements, we will do so in a structured, effective manner. We will also create and promote channels of communications so customers may provide feedback, including complaints.

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### 8.2.2 Requirements for Products

Fleet Machine determines reviews customer requirements during the quoting and the customer purchase order review process. Reviews are conducted to ensure that customer requirements, including the requirements for delivery and post-delivery activities, requirements not stated but necessary for specified or intended use, where known, statutory and regulatory requirements related to the product, and any additional requirements determined by Fleet Machine, are understood. Risk management is appropriately applied.

### 8.2.3 Review of Requirements for Products

Prior to quoting a product or to accepting an order, Fleet Machine reviews the order or proposed order and its requirements. During the review, we will ensure that product requirements are clearly and completely documented and defined, we are able to meet those requirements and that any deviations from the customers' expectations are clearly spelled out. The record that this review has taken place is the signing and dating of the PO. Where actions arise from the review, they will be included in the records. In instances where the order changes after it has been accepted, we will amend the order-related documents appropriately and will ensure that relevant personnel are made aware of the changes.

## 8.3 Design and Development of Products

Fleet Machine builds to print, samples or other existing standards. Although Fleet Machine is not design responsible, our role is to assist our customers in the functions such as review of designs for manufacturability, costs and functionality. No design functions are presently performed at the company and the requirements of this section therefore do not apply.

## 8.4 Control of Externally Provided Processes, Products, and Services

### 8.4.1 General

Fleet Machine ensures that purchased products conform to specified requirements. Controls applied to the suppliers of materials, products and/or services (outsourced processes) are to make sure the right products are received in good condition and to specifications. The purchasing process is described in procedure **QMS-008 Purchasing and Receiving Procedure**.

### 8.4.2 Type and Extent of Control

**The type and extent of the control of suppliers are described in the Purchasing and Receiving procedure.**

At Fleet Machine, received product is verified per **QMS-008**. Receiving personnel check for:

- Visual signs of damage
- Correct quantity
- Correct part, Material or Service
- Correct Certification or Test Report

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Where Fleet Machine or its customer intends to perform verification at the supplier's premises, Fleet Machine notifies the supplier of the intended verification arrangements and method of product release in the purchase order to the supplier.

### 8.4.3 Information for External Suppliers

Management describes the specific product or service to be purchased on the Purchase orders. Management has the responsibility for ensuring the adequacy of specific purchase requirements prior to communication to the supplier. Further details can be found in the Purchasing Procedure.

## 8.5 Production and Service Provision

### 8.5.1 Control of Production

Fleet Machine plans and carries out production under controlled conditions. Controlled conditions include:

- a) Traveler information that includes prints and describes the characteristics of the product being produced
- b) the use of work instructions on the traveler or in the machine software were necessary,
- c) the use of well maintained, suitable equipment capable of performing the necessary work.
- d) the use of capable and well-maintained measuring and monitoring equipment,
- e) the implementation of the necessary monitoring and measuring to ensure compliance to requirements,
- f) the implementation of product release, delivery and post-delivery,
- g) the accountability were appropriate of all products during production,
- h) evidence that all production and inspection/verification has been completed as noted and recorded on the Traveler,
- i) the provision for the prevention, detection, and removal of foreign objects,
- j) the monitoring and controlling utilities and suppliers which could impact process capability,
- k) the establishment of clear workmanship criteria.

In planning production Fleet Machine considers:

- the establishment, implementation, and maintenance of appropriate processes to manage critical items, including process controls were key characteristics have been identified,
- the use of variable data,
- the identification of in-process inspection/verification points when adequate verification of conformance cannot be performed at later stages of realization,
- special processes (see section 8.5.1.2).

#### 8.5.1.1 Control of Production Equipment, Tools, and Software Programs

Production equipment, tools and software programs used to automate and control/monitor machining are validated during each production operation. The maintenance of the software are performed by the



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General or the Operations Manager. The capability of production or tooling that has been stored is verified when placed back into operation.

### **8.5.1.2 Validation of processes for production and service provision**

Fleet Machine is able to verify all of its processes through subsequent inspections. Validation test reports for outsourced special processes are requested according to customer's requirements and/or periodically to ensure the compliance to customer, industry, and/or regulatory validation requirements.

### **8.5.1.3 Production Process Verification**

In-process verification is performed at the start of each machining step. The verification measurements are recorded on the traveler. If the verification results indicate the machine setup is not capable a manager is notified for correction.

### **8.5.2 Identification and Traceability**

Fleet Machine identifies the product throughout production and storage and identifies the product status throughout product realization with respect to customer's requirements. The traveler provides the mechanism for identifying the part, material, machine, and operator for traceability purposes. It also provides the status of the product with respect to monitoring and measurement requirement throughout the production and service provision. The traveler is maintained as a record according the QMS and or customer requirements.

### **8.5.3 Property Belonging to Customers or External Providers**

Fleet Machine exercises care with customer property. Customer property includes when specified, intellectual property such as specifications and prints, fixtures, tools, equipment as well as material and personal data. Such property is identified, verified, and safeguarded. If any customer property is lost, damaged or otherwise found unsuitable for use, it is reported to the customer and records maintained.

### **8.5.4 Preservation of product**

Fleet Machine takes steps to ensure that the integrity of the product, raw materials and components are preserved throughout internal processing, storage and delivery. We ensure that product is identified, handled, packaged, stored and protected according to documented procedures while it is under our control. Product are stored in appropriate areas in a manner that preserves its quality. We define appropriate methods for stock issue and dispatch.

The preservation of product includes, where applicable in accordance with product specifications and applicable statutory and regulatory requirements, provisions for:

- cleaning, (as Cleaning Instruction WI-003) or as specified in the customer PO.
- prevention, detection, and removal of foreign objects at minimum through cleaning and proper handling.
- special handling of sensitive products, (Fleet does not have any ESD products or packaging)
- marking and labeling including safety warnings (currently Fleet has is not performing labeling or marking unless specified by a customer PO. )

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- shelf life control and stock rotation (currently Fleet does not employ materials which have a shelf life)
- special handling for hazardous materials (currently Fleet is not using any hazardous material)

Note: Fleet currently does not perform assembly and does not have any constituent parts.

### 8.5.5 Post Delivery Activities

Fleet determines and provides the post delivery activities required including statutory and regulatory requirements, the potential undesired consequences associated with the products, customer requirements, customer feedback, and customer support. Fleet takes the appropriate action when problems are detected after delivery. Fleet maintains a Return Material Authorization (RMA) process to address issues with delivered product. When appropriate, customers are provided authorization to send back product they believed is non-compliant. The material is noted in the Nonconforming Materials (NCOMR) Log and a review of the customer's concern is made. Upon request by the customer a Corrective Action Report is provided. Based upon the circumstances, the material is made compliant, replaced or a credit is processed.

### 8.5.6 Control of Production Process Changes

Process changes are control through the use of the Form 113, Part Revision Checklist. Only the General or the Operations Manager is authorized to make changes in the machine processes. The results of any changes are assessed by a re-verification of the step. The changes are noted on the Traveler.

### 8.6 Release of Products and Services

The Traveler provides the mechanism to ensure planned arrangements, at appropriate stages, are verified and the requirements have been met. The machinest is authorize to determine if the product meets the acceptance criteria. The Traveler is reviewed by the General or Operations Manager for completeness and the generation of the shipping label is the signal for the product to be released.

### 8.7 Control of Nonconforming Outputs

Fleet Machine ensures that process outputs which do not conform to requirements are identified and controlled to prevent their unintended use or delivery. **QMS-005 Control of Nonconforming Product** procedure has been established to define the controls and related responsibilities and authorities for dealing with nonconforming product.

## SECTION 9.0 PERFORMANCE EVALUATION

### 9.1 Monitoring, Measurement, Analysis, and Evaluation

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Fleet Machine plans and conducts monitoring, measurement and analysis activities using appropriate techniques throughout our organization in order to improve our processes. We conduct these activities to demonstrate our product conformity, to verify our compliance with our quality management system and to ensure that our quality system is maintained as effective.

We ensure that we identify and apply appropriate methods, including statistical methods as necessary to achieve effective operation. Wherever appropriate, we will define and document the nature and extent of their use.

### 9.1.2 Customer satisfaction

Due to the size and structure of Fleet Machine there is considerable direct customer interaction between management and customers. The interaction seeks and reports on customer's perception as to whether the organization has consistently met customer's requirements. Fleet Machine maintains customer feedback file to capture customer satisfaction data. Planning and production meetings and Management Review Meetings are employed to review data regarding customer satisfaction and determine what actions may be necessary for improvement. Indicators employed by Fleet Machine to analyze customer satisfaction are; customer feedback, number of customer concerns regarding delivered product, and on-time delivery.

### 9.1.3 Analysis and Evaluation.

Fleet analyzes the appropriate data and information to ensure customer satisfaction, efficient operation of the production and service process, and effectiveness of the QMS. The data and information analyzed include: on time delivery to the customer, customer feedback, customer returns, supplier performance, and results of QMS audits.

### 9.2 Internal audit

Fleet Machine maintains and follows a documented audit process that ensures that all aspects of our quality system are audited on an annual basis. These audits ensure that we comply with our own policies and procedures and with the requirements of the appropriate standard. These audits will also ensure that our quality system is effectively implemented and maintained.

When scheduling audits, we consider the status and importance of the area to be audited. We also consider the results of previous audits. The **QMS-006 Internal Audit** procedure defines the audit process so that the criteria, scope, methods and frequency are clearly defined. We will ensure that auditors are not unduly influenced, are impartial and do not audit their own work.

We will ensure that the results of audits and any nonconformances discovered during audits are documented and are addressed by the management responsible for the area being audited. This will include identification of cause and follow-up verification as defined in our corrective action processes.

### 9.3 Management Review

# FLEET MACHINE CO.

## QUALITY MANUAL

The Management Review Meeting is held once a year to review the Quality Management System to ensure its suitability, adequacy, and effectiveness. The review assesses opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

The meeting employs a set agenda that is detailed below. Meeting minutes are recorded which include decisions made and actions initiated. The review meeting is facilitated and records are maintained by the Management Representative. Attendees include management and other personnel as appropriate

### Management Review Agenda

- Follow-up actions from last meeting.
- Review of internal, customer or third party audit findings.
- Customer Feedback
- Process performance and product conformity
- Status of preventive and corrective actions
- Supplier performance and issues.
- Status of improvement objectives (including quality objectives) and projects.
- On-time delivery performance
- Personnel, resource, and training issues
- Context of organization
- Planning Opportunities and Risks
- Changes that could affect the QMS and continued suitability of the quality policy
- Corrective actions to address issues discussed at the meeting.
- Recommendations for improvement.

### 9.3.2 Review Input

The management review includes information on results of audits, customer surveys, product performance, product conformity, on time delivery performance, product quality (customer returns), status of preventive and corrective actions, follow-up actions from previous management reviews, changes that could effect the quality management system, and recommendations for improvement. A review of the status improvement projects and performance to goals and objectives are also addressed.

### 9.3.2 Review Output

The output from the management review includes any decisions and actions related to improvement of the effectiveness of the quality management system and its processes, improvement of the product related to customer requirements, resource needs, actions to address identified significant risks. Records of management review are maintained.

## 10 Improvement

### 10.1 General

# FLEET MACHINE CO.

## QUALITY MANUAL

Fleet determines and selects opportunities for improvement and strives to implement the activities that will enhance customer satisfaction. Opportunities pursued include improving products and services to meet future needs, reducing risks of undesirable effects, and improving the QMS.

### 10.2 Nonconformity and Corrective Action

Fleet Machine takes actions to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the scope and effects of the nonconformities encountered. **QMS-004 Corrective and Preventive Action** procedure has been established to define and implement the requirements for:

- Reviewing nonconformities (including customer complaints),
- Determining the causes of nonconformities,
- Evaluating the need for action to ensure that nonconformities do not recur,
- Determining and implementing action needed,
- Reviewing the effectiveness of the corrective action taken.

### 10.3 Continual Improvement

Management strives to continually improve the effectiveness of the QMS through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and Management Reviews. A list of continual improvement opportunities are maintained and, as resources become available, improvement projects are implemented. The improvement projects and their effectiveness are evaluated during Management Review

### REVISION HISTORY

Date Revised	Description of Change	New Revision	Approval
11/14/14	Extensive revisions in response to 10/14 Internal Audit and 11/14 Stage 1 Audit	B	Joshua Pregel
12/29/14	Revised 7.5.2 to address the validation of Outsourced Special Processes and 8.5.3 Preventive Action and the clarification of the FOD process	C	Joshua Pregel
11/1/16	Removal of reference to F-105 and reference to a Contract review procedure	D	Joshua Pregel
10/20/17	General revision of format and content to comply with AS9100D	E	Joshua Pregel
11/22/17	Addition of RMA process, reference added to Counterfeit Part Prevention	F	Joshua Pregel