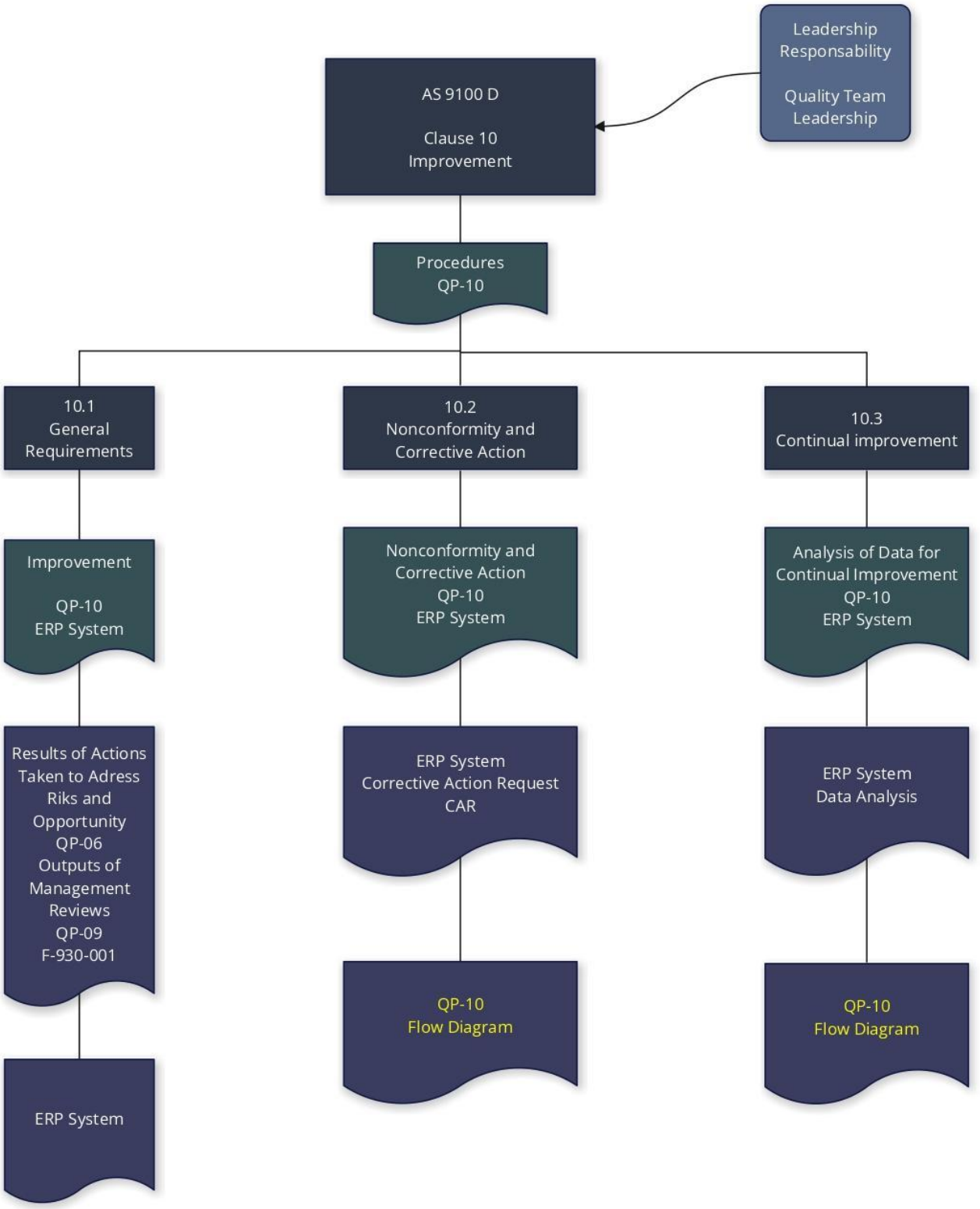
Document # QP-10

IMPROVEMENT	
Procedure Title	IMPROVEMENT
Document Number	QP-10
Standard	AS9100: 2016
Scope	10.1, 10.2, 10.3
Process Owner	Hasten Applied CNC IMPROVEMENT
Related Forms/Records	NCR/CAR F-850-004 F-610-03, 04 Risk F-930-001 Management review (Records retention min 7 years)
Related Work Instructions	NA
Related Procedures	QP-08, QP-06

APPROVAL AND REVISION HISTORY			
DATE	REVISION	DESCRIPTION	APPROVED BY
01/26/22	**A**	Improvement Procedure	R.H.

QUALITY MANAGEMENT SYSTEM
CLAUSE 10 - IMPROVEMENT - FLOW DIAGRAM



10 Improvement

10.1 General

The organization shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.
These shall include:

a) Improving products and services to meet requirements as well as to address future needs and expectations;
b) Correcting, preventing or reducing undesired effects;
c) Improving the performance and effectiveness of the quality management system.
   - Data is reviewed by Hasten Applied CNC Management as and when required during managers meetings and/or at department meetings and Management Review Meetings.
   - Based on the data reviews, the QMS is evaluated for risk and opportunities, and corrective actions are implemented to ensure continual improvement.
   - Required actions are identified and implemented as outputs during Management Review Meetings to ensure improvement of the effectiveness of the QMS.

10.2 Nonconformity and corrective action

10.2.1 When a nonconformity occurs, including any arising from complaints, the organization shall:

a) React to the nonconformity and, as applicable:
   1) Take action to control and correct it;
   2) Deal with the consequences;
   - Hasten Applied CNC reacts to non-conformities by immediately investigating the root cause, and making educated decisions about, and acting on the sources of problems.
   - Non-conforming products are immediately Identified by a rejection tag, segregated, and held in bond, until approved dispositions have been decided.
   - Customer owned non-conforming parts are returned containing the original NC Identification tag.
   - Non-conforming parts are identified by serial number, a brief description and cause, on Certificates of Conformance and delivery receipts.
   - Copies of all records are retained by Office Management and uploaded to the ERP system.

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:
   1) Reviewing and analyzing the nonconformity;
   2) Determining the causes of the nonconformity; (Including those related to human factors)
   3) Determining if similar nonconformities exist, or could potentially occur;
   - Information is gathered from the originator; If required immediate containment action is taken.

- Comparisons to previous related non-conformances are made and analyzed accordingly.
- The Quality Manager and the General Manager meet to determine the cause of the non-conformity, **including, as applicable, those related to human factors.**
- Investigation will include the possibility of Non-conformities related to human factors.
- During the investigation, the risk of a reoccurrence is evaluated and mitigated.

c) Implement any action needed;
- Appropriate corrective actions are determined and implemented as required using the NCR/CAR form and log.

d) Review the effectiveness of any corrective action taken;
- The Quality Manager or assignee reviews the results of the action taken, results are recorded on the NCR/CAR form, which shows the effectiveness of the methodology or plan.
- The Quality Manager closes the corrective action. If the action was not effective a new NCR/CAR is initiated. The Quality Manager updates the log.

e) Make changes to the quality management system, if necessary.
Corrective actions shall be appropriate to the effects of the nonconformities encountered.
- Any employee discovering a nonconformance as it relates to a QMS documentation issue or an inadequate or incorrect process -product fills out a non-conformance report and forwards it to the Quality Manager who reviews it for authenticity and if an N/C logs it into the CA log and makes a determination on action required.

f) Flow down corrective action requirements to an external provider when it is determined that the external provider is responsible for the nonconformity;
- Hasten Applied CNC issues a SCAR (Supplier Corrective Action Request) when external providers are responsible for nonconformities.

g) Take specific actions when timely and effective corrective actions are not achieved.
Corrective actions shall be appropriate to the effects of the nonconformities encountered.
The organization shall maintain documented information that defines the nonconformity and corrective action management processes.
- If a supplier is found to be responsible for a root cause, a supplier corrective action request is sent to the supplier. The Quality Manager follows up with the supplier after 14 days to ensure their response, if the response is still not met after a further 14 days in the case of ISO Certified suppliers a report will be submitted to the appropriate registrar after Hasten Applied CNC's intentions are made clear to the supplier. If the supplier is not ISO Certified, Hasten Applied CNC has the right to suspend them on the Approved Vendor Log. In the case of a customer approved supplier a report will be issued to the customer reflecting the supplier's non-compliance to the corrective action request.

10.2.2 The organization shall retain documented information as evidence of:

a) The nature of the nonconformities and any subsequent actions taken;
   - Hasten Applied CNC makes use of the NCR/CAR (F-850-004) record which requires an investigation and detailed description of the issue or problem at hand.

b) The results of any corrective action.
   - The record requires details of the action plan to eliminate the root cause, resolve the issue and prevent its recurrence.
   - The effectiveness of the corrective action is verified by the Quality Manager who also describes the verification method and justification.

10.3 Continual improvement

The organization shall continually improve the suitability, adequacy and effectiveness of the quality management system.
The organization shall consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.
The organization shall monitor the implementation of improvement activities and evaluate the effectiveness of the results.
NOTE: Examples of continual improvement opportunities can include lessons learned, problem resolutions, and the benchmarking of best practices.

- The data is reviewed by Hasten Applied CNC Management as and when required during management meetings and/or at the department meeting and Management Review meetings.
- Based on the data review, the quality management system is evaluated and opportunities for continual improvement are identified and implemented as outputs of the management reviews.
- Actions are documented either through internal reports, service notices, corrective actions or risk assessment mitigation.
- **Hasten Applied CNC shall monitor the implementation of improvement activities and evaluate the effectiveness of the results through continued review of Quality Records.**