



## Document # QP-09

PERFORMANCE	
Procedure Title	PERFORMANCE EVALUATION
Document Number	QP-09
Standard	AS9100 D 2016
Scope	9.1, 9.1.1, 9.1.2, 9.1.3, 9.2, 9.3, 9.3.1, 9.3.2, 9.3.3
Process Owner	Hasten Applied CNC PERFORMANCE
Related Forms/Records	<ul style="list-style-type: none"> <li>• F-930-001 Mgmt. Review</li> <li>• F-912-004 Customer survey</li> <li>• F-912-002 Feedback</li> <li>• F-620-002 Quality Objectives</li> <li>• F-850-004 NCR/CAR</li> <li>• F-920-005 Audit Reports</li> <li>• F-620-004 Risk External</li> <li>• F-620-003 Risk Internal</li> </ul> (records retention min 7 years)
Related Work Instructions	N/A
Related Procedures	<ul style="list-style-type: none"> <li>• QP-05 Leadership</li> <li>• QP-06 Planning</li> <li>• QP-08 Operations</li> <li>• QP-10 Improvement</li> </ul>

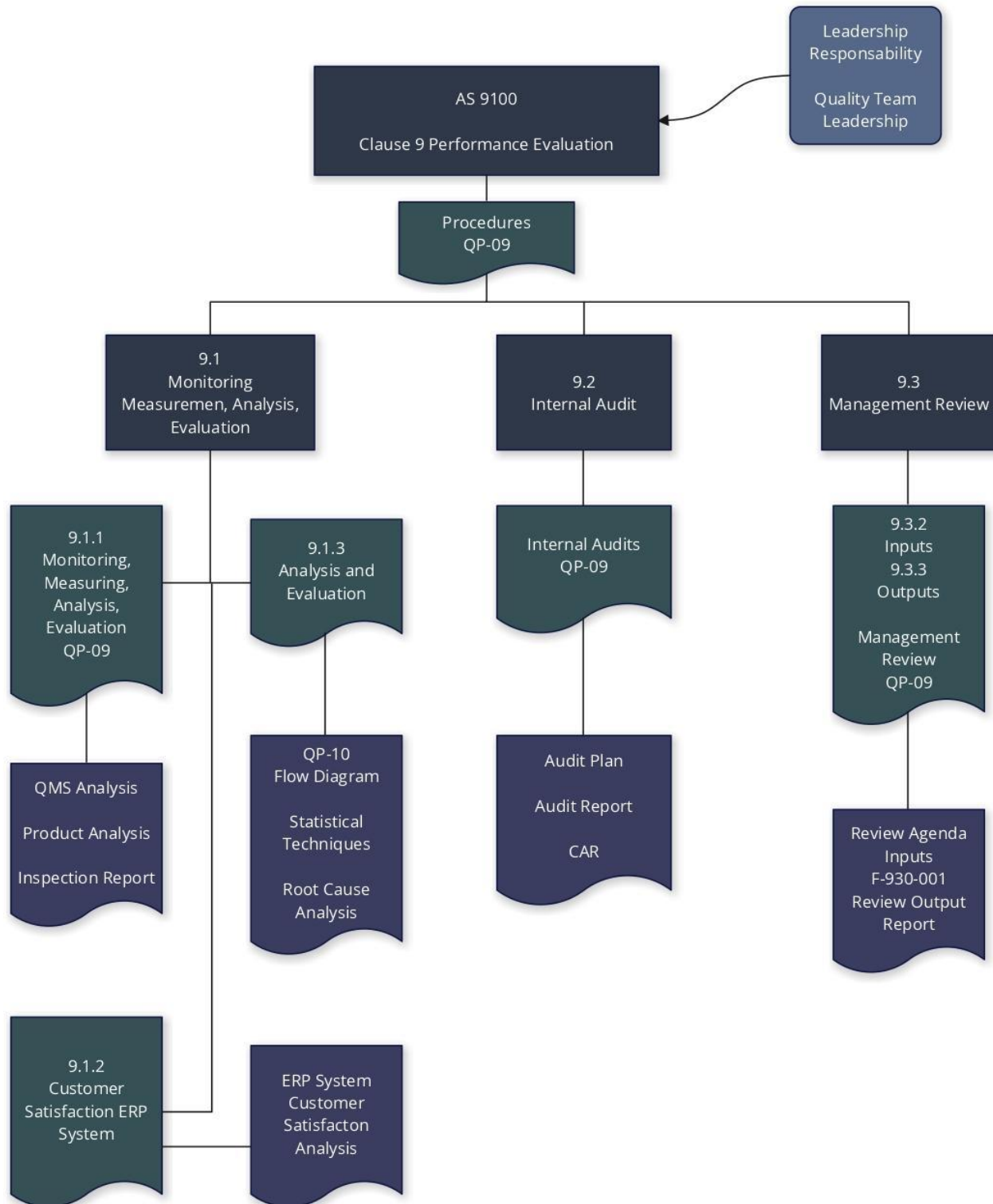
APPROVAL AND REVISION HISTORY			
DATE	REVISION	DESCRIPTION	APPROVED BY
01/26/22	<b>A</b>	Performance Evaluation	R.H.



## 9.0 Performance

### QUALITY MANAGEMENT SYSTEM

#### CLAUSE 9 – PERFORMANCE EVALUATION – FLOW DIAGRAM



## 9.1 Monitoring, measurement, analysis, and evaluation

### 9.1.1 General

The organization shall determine:

- a) What needs to be monitored and measured;

Hasten Applied CNC monitors and measures the following:

- Customer Satisfaction;
- Customer Complaints;
- Continual System Improvement;
- On Time Delivery;
- Supplier Performance;
- The performance and the effectiveness of the quality management system.

- b) the methods for monitoring, measurement, analysis, and evaluation needed to ensure valid results;

Process effectiveness for 8.2 Requirements for products and services, 8.4 Externally provided processes products and services and 8.5 Production and service provision are monitored through the following:

- Customer Satisfaction, Rejections, On Time Delivery, Quality.
- Other processes are monitored through the Internal Audit process.

- c) when the monitoring and measuring shall be performed;

- Monitoring and measuring is performed during Audits, Management reviews, Customer Satisfaction reports, and customer feedback.

- d) when the results from monitoring and measurement shall be analyzed and evaluated.

The organization shall evaluate the performance and the effectiveness of the quality management system. The organization shall retain appropriate documented information as evidence of the results.

- Results of Monitoring and measuring will be analyzed and evaluated during Management Review meetings which will take place annually or whenever the need arises.
- When reviewing Internal Audit reports.
- Data is collected monthly and entered into the ERP System.
- Records are kept by the QAR.

### 9.1.2 Customer satisfaction

The organization shall monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. The organization shall determine the methods for obtaining, monitoring and reviewing this information.

NOTE: Examples of monitoring customer perceptions can include customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims, and dealer reports.

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Information to be monitored and used for the evaluation of customer satisfaction shall include, but is not limited to, product and service conformity, on-time delivery performance, customer complaints, and corrective action requests. The organization shall develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

- Hasten Applied CNC Customer feedback comes Via Phone or email and is logged into the Customer Feedback Log (F-912-002, as well as periodic Customer Survey (Surveys F-912-004) shall be sent out for review of customer satisfaction levels and appropriate actions to improve the ratings, as necessary.
- **The President, the QAR and Office Management shall monitor and use all information received for the evaluation of customer satisfaction to include, but is not limited to product and service conformity, OTD performance, customer complaints, and C/A requests. Hasten Applied CNC shall develop and implement plans for customer satisfaction improvement that address deficiencies identified by the evaluations and assess the effectiveness of the results. Quality Objectives may be identified and recorded on (Quality Objectives Form, F-620-002) to assist in the improvement activities to resolve those deficiencies identified.**

### 9.1.3 Analysis and evaluation

The organization shall analyze and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis shall be used to evaluate:

- a) conformity of products and services;
  - **Data is collected and analyzed using information from customer feedback, and work returns from customers. (Customer Feedback, F-912-002, NCR/CAR F-850-004).**
- b) the degree of customer satisfaction;
  - **Data is collected using information from customer feedback, product conformity, trends related to corrective actions, risk assessments (F-620-003, 004) product rejections, (NCR/CAR F-850-004) supplier performance, and audit results (Audit Reports, F-920-005).**
- c) the performance and effectiveness of the quality management system;
  - The performance and effectiveness of the QMS is analyzed and evaluated by Top Management reviews based on data collected.
- d) if planning has been implemented effectively;
  - Final Test results and meeting project schedules analyzed and evaluated determine if the planning has been effective.
- e) the effectiveness of actions taken to address risks and opportunities;
  - The effectiveness of actions taken are determined by reduction of the likelihood and severity of the risk. Use of **External F-620-004, Internal F-620-003** forms as necessary when risks appear to be apparent.



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- f) the performance of external providers;
  - Data collected on External Providers includes “On Time Delivery” and “External Provider Quality” which is based on the number of orders delivered on time and the number of orders that meet Hasten Applied CNC quality requirements is analyzed and evaluated by Leadership and if required appropriate action is taken.
- g) the need for improvements to the quality management system.
  - Hasten Applied CNC Management reviews the data as and when required during management meetings and/or at the department meeting and Management Review meetings where data is analyzed and evaluated for improvement.
  - Based on the data review the quality management system is analyzed and evaluated for continual improvement and for effectiveness.
  - Actions are documented either through internal reports, service notices corrective actions or preventive actions.

### 9.2 Internal audit

#### 9.2.1 The organization shall conduct internal audits at planned intervals to provide information on whether the quality management system:

- a) conforms to:
  - 1. the organization’s own requirements for its quality management system;
  - 2. the requirements of this International Standard;
  - Conformity to the Hasten Applied CNC quality system requirements and to the AS9100 standard is determined by Audit observations, interviews and record reviews using the Process Audit Pears.
- b) is effectively implemented and maintained.

##### **Management initiates the internal audits based on the master schedule.**

- Management schedules the audit with the owner of the process to be audited.
- Management identifies an audit team and lead auditor by selecting trained auditors, independent of the process to be audited and available on the scheduled day or days.
- The lead auditor documents the scope of the audit on the audit plan.
- The lead auditor prepares the audit plan. The audit team reviews appropriate documentation.
- The lead auditor assigns follow-up on the corrective actions from previous audits and reports results.
- The audit team performs the audit per the audit plan. Auditors document all non-conformances on the Non-Conformance/Corrective Action records.
- Conformity to the quality system requirements and to the standard is determined by observation, interview and record reviews and the use of the PEAR’s and Matrix audit information.

#### 9.2.2 The organization shall:

- a) plan, establish, implement and maintain an audit program(s) including the frequency, methods, responsibilities, planning requirements and reporting, which shall take into consideration the



importance of the processes concerned, changes affecting the organization, and the results of previous audits;

b) define the audit criteria and scope for each audit;

**Internal quality audit plan (Third Party)**

- Quality Assurance is responsible for planning and scheduling internal audits. Each activity/location unit is audited at least once a year. Activity/location unit is a single activity of the quality system implemented in a single location. In addition to the annually scheduled audits, certain activity/location units may be selected for more frequent auditing, depending on their status, importance, past compliance history, and in some cases customer contractual requirements.
- The internal auditing plans and schedule dates and assigned audit team members for all auditable activity/location units are pre-documented. These internal audit plans are synchronized with management reviews of the quality system, so that results of an audit cycle are available for the management review meeting.

c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;

**Audit team (Third Party Primarily)**

- Personnel scheduled to carry out internal audits are independent of those having direct responsibility for the audited activity. Activities that are the responsibility of Quality Assurance are usually audited by another department manager. (Auditors shall not audit their own work).
- Internal auditors may receive basic on-site classroom and practical training and may be supervised by the QA manager. Quality Assurance maintains related auditing publications, articles, and auditing techniques, and auditors use these files for self-study, as available. Training and/or use of these files are recorded in personnel training records maintained by Office Management.
- Hasten Applied CNC may decide to outsource for qualified auditors to carry out internal audits.

d) ensure that the results of the audits are reported to relevant management;

- The lead Auditor Submits an audit report to top management, the reports are reviewed following the audit and at the Management Review meetings.

e) take appropriate correction and corrective actions without undue delay;

- Once a finding is identified and documented, further processing of the finding report follows the same procedure as applies to any corrective action requests.
- Upon receiving the report, the responsible Process Owner investigates the cause of the problem noted as a finding in a timely fashion and proposes a corrective action to be taken and indicates the date by which the corrective action will be fully implemented.

f) retain documented information as evidence of the implementation of the audit programme and the audit results.

**Documentation and record**

The Quality Manager puts all audit records into the audit file. The records included are:

- o PEAR's & Matrix
- o Internal audit plan
- o Objective Evidence Records.
- o Internal Audit Report (Including the summary of the findings).

### **9.3 Management review**

#### **9.3.1 General**

Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

- The management review is scheduled to be executed annually, and whenever matters of importance arise on Form (F-930-001)
- The management review is conducted using the agenda items as described in section 9.3 of the AS9100 standard, additional items are added to the management review as deemed appropriate by the President.
- Management reviews the organization's quality management system to ensure its continuing suitability, adequacy, and effectiveness and that it is still aligned with the strategic direction of the organization.

#### **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;  
Management reviews the actions required from the previous management review meeting to ensure that all open issues have been addressed and to determine if there are any repeat items that require additional focus.
  - During this management review, the previous actions are reviewed to make sure that the changes were effective.
  - Actions items that were completed and are effective are closed.
  - If any of the items are still open or deemed to be ineffective they will remain open and re-assigned with priority.
- b) changes in external and internal issues that are relevant to the quality management system;  
Management reviews changes in external and internal issues relevant to the quality management system, such as customer requirements, supplier Issues, process changes, new equipment, and new employees.
  - Management will give input as to the proposed changes and who is responsible for those changes.
  - Any changes to the quality management system will be processed per procedure.
  - Change to the quality management system, could involve not just the documentation, but also changes to the product, measurements, and data collection.

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- c) information on the performance and effectiveness of the quality management system, including trends in:
  - 1) customer satisfaction and feedback from relevant interested parties;
  - 2) the extent to which quality objectives have been met;
  - 3) process performance and conformity of products and services;
  - 4) nonconformities and corrective actions;
  - 5) monitoring and measurement results;
  - 6) audit results;
  - 7) the performance of external providers;
  - 8) OTD performance \*
  - The Management Review Agenda includes all the above. (See MRM Agenda Quality Form F-930-001)
- d) the adequacy of resources;
  - Management Reviews Personnel needs: Training needs; Equipment needs; and ensures additional provisions of resources are made available wherever they are inadequate to ensure customer satisfaction.
- e) the effectiveness of actions taken to address risks and opportunities (see 6.1);
  - Reduction in likelihood and severity of the risk determines the effectiveness of the action plan.
- f) opportunities for improvement  
Opportunities for improvements are identified and made using the following:
  - o Quality Objectives. Internal Audits External Audits. Supplier Performance Analysis. Management meetings.

### 9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a) opportunities for improvement;
  - Output decisions and actions include decisions and actions taken on Opportunities for Improvement.
- b) any need for changes to the quality management system;
  - The need for changes in the QMS are documented in the Management Review Agenda record.
- c) resource needs.
  - Management reviews resource needs and assigns responsibility and a required date in the Management Review Agenda.
- d) risks identified.
  - Management makes decisions and acts on any risks identified Externally and Internally. (Internal Risk, F-620-004 and External Risk, F-620-003, analysis reviews)





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- The QAR shall retain documented information as evidence of the results of management reviews.

