Machining & Engineering - Quality Document

EuroTech Machining & Engineering Quality Manual

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2. Purpose

The purpose of this manual is to demonstrate and document the capabilities of EuroTech Machining& Engineering LLC (EuroTech), to:

1. Consistently deliver high quality products error free
2. Document guidelines for the planning of all activities related to product quality
3. Provide guidelines for EuroTech employees defining their roles in the quality management process; and
4. Provide an overview of the EuroTech Quality Management System (QMS) for our customers and suppliers
5. Issue, distribute and maintain control of the Quality Manual, to internal and external interested parties, by the Quality Manager

3. Exclusions and Justification

1. ISO 9001:2015 section 8.3, Design and development of products and services, Including all subsections.
2. ISO 9001:2015 section 8.4, Control of externally provided processes, products and services not relevant to the company's scope of business.

EuroTech does not design or develop products. All principle product characteristics are specified by the customers or their consultants. Our engineering activities are limited to developing methods and means of production, fabrication, or installation, generally not affecting our key processes.

The services not relevant to the company's scope of business are not covered by this manual.

3.1 References

EuroTech Quality Manual is written to comply with, or exceed the guidelines established in ISO9001:2015, the International Standard for Quality management system – Requirements.

3.2 Definitions

The EuroTech Leaders are Process Owners, Team Leaders and Top Management.
EuroTech Machining LLC referred to herein as "EuroTech".

4. About Our Organization

4.1 Understanding the Organization and its Context

Corporate Information:
EuroTech Machining & Engineering LLC is a leading supplier of Computer Numerical Control (CNC) machined parts. We offer diverse precision machining capabilities, programming, with built in generous lead times to ensure top quality parts for our customers and guaranteed on-time delivery.
With years of experience and a diverse team, EuroTech specializes in multi-axis machining with a variety of materials including stainless steel, aluminum, brass, titanium, proprietary specialty alloys, glass field materials and specialty engineered plastics.
We are capable and have capacity for prototyping design, manufacturing custom design assemblies for renewable energy sectors, medical, aerospace and commercial markets.

EuroTech identifies, analyses, monitors and reviews factors that may affect our ability to satisfy and deliver value to our customers and stakeholders.
We also monitor factors that may adversely affect the stability of our key processes and our ability to deliver products on time without customer returns or complaints.
EuroTech ensures long term stability and viability of our service to customers and stakeholders through management integrity and employee involvement in day-to-day business activities.
To ensure that our Quality Management System (QMS) is aligned with our strategy while taking account of relevant internal and external factors, we initially collect and analyze pertinent information in order to determine potential impact on our context and subsequent business strategy.
During our Management Review Meeting (MRM) we discuss and record decisions made on issues that can affect the context of our business. We recognize that external and internal issues may affect the context of our organization and are very important for day to day business activities and organizational growth. We review contributions of each working group involved in support of our processes and plan for each group's requirements.

Internal Issues	External Issues
Performance	Customers
Capacity	Suppliers
Financial health of the organization	Competition
Market share	Regulatory and statutory requirements
Employee and employee training	Economic conditions
Values and culture	Cultural and social issues
Knowledge and Innovation	Environment and sustainability

Figure 4.1 – Internal and External Issues

Internal/external issues are reviewed at least annually as noted in the Agenda of the Management Review Meeting (MRM).

During our management review meetings we discuss and establish action plans relevant to organizational processes. The output of this activity is evidence of risk and opportunity mitigation and the action we take to address them. This is recorded in minutes of the MRM. Refer to Section 6.1 for more information about our risk and opportunity management framework.

Although we understand and acknowledge that the ISO 9001:2015 standard does not require our organizational context to be documented and maintained, we believe that during the foreseeable future we will be diligent in maintaining and retaining it. We believe that as part of our organizational context, The Quality Manual is an important document that we intend to share with our interested parties. In addition to the Quality Manual, the following documented information that describes our organizational context, is also available to interested parties upon leadership approval:

1. Quality Policy (Ref. 5.2)
2. Documented procedure (Ref. QMSPR0002 – Control of Documents, and QMSPR0012 – Control and Distribution of External Documents) to control all internal and external documents
3. Control of externally provided products, parts, unfinished parts and raw material (Ref. QMSPR0030 – Incoming inspection)
4. Changes and revisions procedure (Ref. QMSPR0031 – Customer parts revision change)
5. Production Order at all stages of the machining steps (Ref. QMSPR0013 – Maintaining Traceability with Production Order)
6. Nonconformity and Corrective Action System Records. (Ref. QMSPR0007-Control of Non-conforming Product), and Ref. QMSPR0010 – Corrective Action Non-Conformance)
7. Analysis of technologies relevant to our context and customers' requirements (Ref. QMSPR00034 – Customer requirements and state of the art CNC)
8. Technical reports from technical experts and consultants; (Ref. QMSPR0035 – Technical Reports Record Keeping)
9. Annual analysis of statutory and regulatory requirements and commitments (see MRM minutes)

Our value-added service includes working with customer to help complete design for machining. Our objective is that CNC machined parts are machined to required tolerances as per customers design drawing. We also provide recommendations on critical to quality part

dimensioning and tolerance stack-ups. We offer consultation with customers to suggest tolerances that reduce the costs of machining and material costs.
EuroTech's sales network covers USA and Canada. We have plans to expand to other countries as well. Manufacturing facilities are located in Williston, Vermot, USA

Figure 4.1– Core Values

4.2 Understanding the Needs and Expectations of Interested Parties

Interested parties and their needs and expectations/requirements are identified and reviewed annually in Management Review Meeting (see MRM minutes).

Interested Party (IP)	*Internal/ External*	*EuroTech needs and expectations*	*Interested Parties' needs and expectations*
Customers	External	1. Accurate drawings and specs with latest revision 2. Details of customer's expectations and requirements, and 3. confirmation order	1.Machined parts or products matching requirements 2.On-time delivery 3.Meeting tolerances and specifications 4.Post-delivery support
Production and material suppliers	Internal/ External	1.On-time delivery 2.Conforming parts 3.Competence 4.Raw material certificates	Receive clean order, with clear drawings (if applicable), early enough to deliver the products or service on time
Non-production equipment and service suppliers	External	1.On-time delivery/service 2.Equipment/Service provided as per contract	Receive clear and clean order
Certification/ accreditation bodies	External	Perform audits and provide findings as scheduled	1.QMS according to ISO 9001 2.Engagement letter 3.Timely payment for services
Employees	Internal	1.Leadership/involvement 2.Conforming products 3.Follow QMS 4.Employee performance	1.Have the infrastructure, environment, time and knowledge to realize the product 2.Fair compensation
Local community	External	1.Workforce recruitment 2.Relationship building	1.Environmentally friendly operations 2.EHS compliance
Regulatory bodies – OSHA, Workers Comp.	External	Legal and regulatory requirements	Regulatory Compliance
Competitors	External	Ethical business practices	Gain market share
Shareholders	Internal	Conduct yearly business performance meeting within MRM	Increased profit and return on investment. Efficient and effective operation of the business

Figure 4.2 - Interested Parties (EuroTech\EuroTech QMS site)

4.3 Scope of the Quality Management System

EuroTech is operating a business of CNC machining diverse parts made from various materials, being it large production volume or single prototyping. We serve medical, aerospace, commercial and renewable energy sectors of USA and Canada. EuroTech developed and implemented a quality management system to demonstrate its ability to consistently provide CNC machined parts that meet and exceed our customers' expectations. We meet and comply with commonly acceptable Good Manufacturing Practices (GMP), and we established measurable goals for continual improvement.
We strive to improve our processes and the quality system's compliance with international standard ISO 9001:2015.

4.4 Quality Management System and its Processes

EuroTech maintains the QMS, meeting ISO9001 requirements and continually improving its effectiveness. EuroTech Leaders determine the manufacturing processes needed for customer satisfaction and company growth by supporting the quality management system to manage the process of parts machining and apply the criteria and methods required to ensure effective operation and control of the key process, and other supporting processes. Relevant documented information is available and maintained (See 7.5). The figure below demonstrates the sequence and interaction of the QMS key processes. The team leaders responsible for the processes plan and conduct the process and is responsible to monitor and measure the process. Process leader is also responsible to ensure that suitably trained people are available and that materials and information is ready to ensure successful output of each process and high quality input into next process. All processes within our scope are reviewed in the MRM meeting at least once a year. All processes within our scope are subject to internal audit.

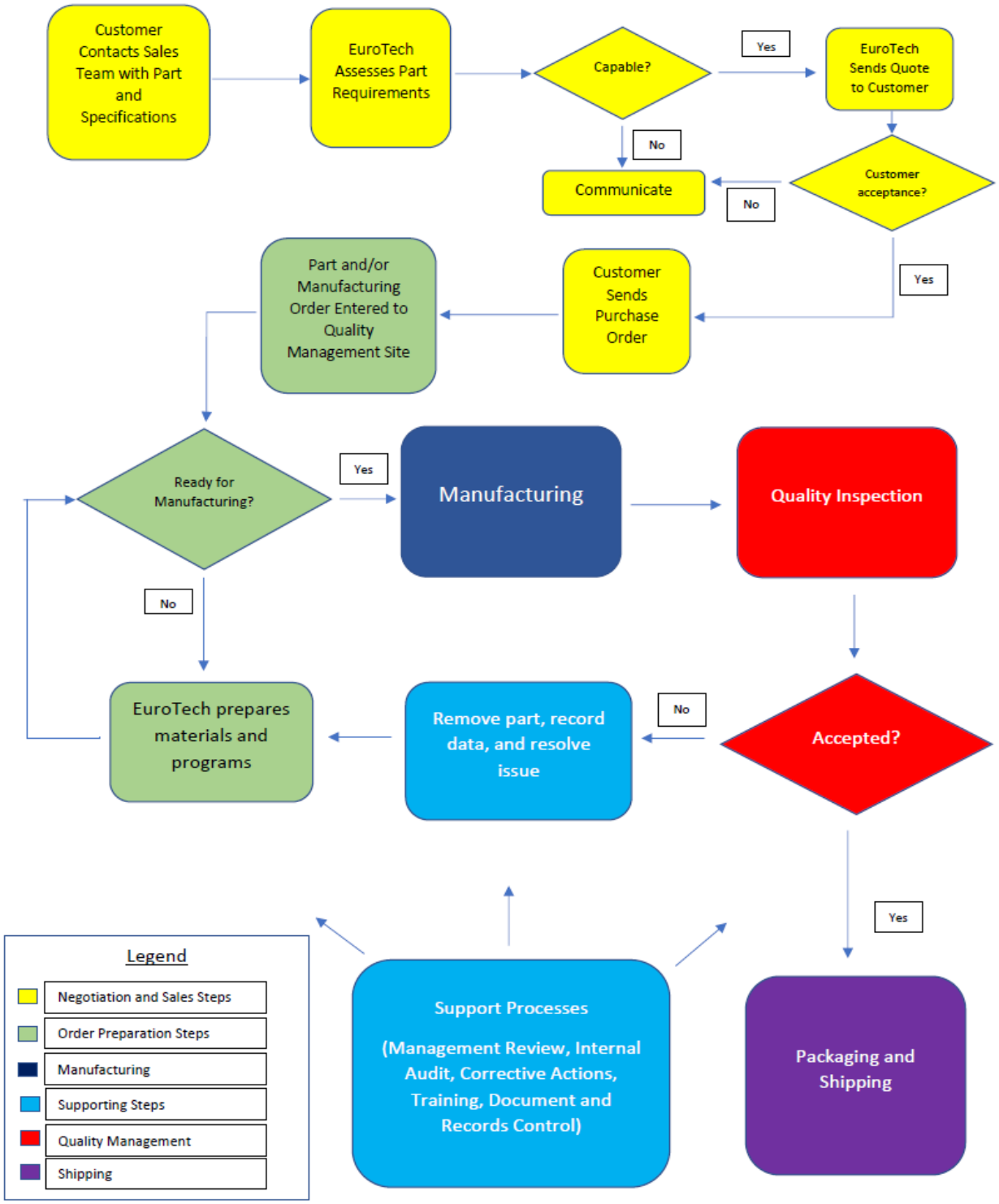
Customer Contacts Sales Team with Part and Specifications
EuroTech Assesses Part Requirements
Capable?
Yes
EuroTech Sends Quote to Customer
No
Communicate
No
Customer acceptance?
Yes
Customer Sends Purchase Order
Part and/or Manufacturing Order Entered to Quality Management Site
Ready for Manufacturing?
Yes
Manufacturing
Quality Inspection
No
EuroTech prepares materials and programs
Remove part, record data, and resolve issue
No
Accepted?
Yes
Legend
Negotiation and Sales Steps
Order Preparation Steps
Manufacturing
Supporting Steps
Quality Management
Shipping
Support Processes
(Management Review, Internal Audit, Corrective Actions, Training, Document and Records Control)
Packaging and Shipping

Figure 4.4 - Process Flow

The risks and opportunities identified through external and internal issues (Ref. Section 4.1 – Understanding the Organization and its context) are reviewed by Management (Ref. MRM minutes -Interested Parties, Risk and Opportunities). Also see Section 6.1 – Actions to Address Risk and Opportunities.

5. Leadership

5.1 Leadership and Commitment

The Management Team (MT) demonstrates leadership and commitment to the quality management system by ensuring that its requirements are integrated into EuroTech's business processes. This is accomplished through assuming accountability for its effectiveness, ensuring business/quality objectives are established, supporting Team Leaders, promoting improvement and customer focus. The MT ensures that the customer requirements, risks affecting conformity of products, and opportunities to enhance customer satisfaction are determined and addressed. The MT actively promotes the customer focus throughout the organization. The MT is responsible to make sure that customers are happy with product quality. As an evidence of customer satisfaction, emails and web feedbacks are used.

5.2 Quality Policy

The Quality Policy is appropriate for the purpose and context of the EuroTech and supports its strategic direction. Top Management reviews the Quality Policy for continuing suitability in Management Review Meetings yearly. The quality policy provides the framework for establishing and reviewing Quality Objectives.

Quality Policy

EuroTech is committed to our mission of delivering machined parts to customers' satisfaction. We demonstrate this with our commitment to the highest standards of quality in our products, and daily customer and supplier interactions.

Our quality policy is based on five principles:

1. We deploy and monitor processes to assure customer focus and maximum value to our customers.
2. We motivate employees to take ownership and promote a proactive work environment based on team member involvement and problem solving.
3. We build quality and reliability into our processes and leverage best practices to minimize variability of outcome through prevention.
4. We continuously innovate to eliminate waste in our production, processes, facilities and services.
5. We measure outputs from key processes to ensure continual improvements that result in stable production.

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VP of Operation Date:

Figure 5.2–EuroTech Quality Policy (signed and dated copy displayed in factory entrance)

5.3 Organizational Roles, Responsibilities and Authorities

The EuroTech Management Team (MT) consists of leaders from each of the functional areas as shown below in Figure 5.3. The interaction of all business functional areas is outlined in the process flow (Figure 4.3) and in QMSPR0008 - EuroTech Organization Chart. The Management Team assigns responsibilities and authorities' to leaders of functional areas. The Leaders are responsible for defining and communicating responsibilities and authorities to their respective team members to ensure that processes deliver their intended outputs. The Human Resources team will assist EuroTech to maintain job description templates for key job functions, providing guidelines for responsibilities and authorities.
Organizational responsibilities are outlined in the ANNEX A of this document.

6. Planning

6.1 Actions to Address Risk and Opportunities

Actions to address risks and opportunities are reviewed by Management Team. Also see Section 4.4 – Quality Management System and its Processes requirements.
Management Team planning shall include actions to address risks and opportunities relevant to organizational context. The Top Management will review every order for 500 parts and more and discuss in management review meting potential risks related to those orders. We consider machine operator's training to be a key contributor to redaction in scrap and improved parts compliance with customers' expectations. Operator's training will be reviewed once a year and minutes of the meeting will be maintained.
To gain visibility of QMS performance at least once a year we will audit our operation. The findings of the internal audit will be reviewed in MRM.

6.2 Quality Objectives and Planning to Achieve Them

EuroTech Management Team established a set of high-level business/quality objectives for the operation based on our current Quality Policy statement and business purposes.

The key objectives are:

1. Reduce part defect to customer to below 1% per year
2. Reduce the internal rejects, not to exceed 3 % of the orders

3. On time delivery to be >95%
4. Maintain the ISO9001 Standard requirements through 2018
5. Measure quality objectives by no major non-conformance findings on a surveillance audits

The Management Team will review the relevancy of current objectives at least once a year. The business/quality objectives are reviewed in every MRM and progress is posted or published for all EuroTech Team members to see. EuroTech Leaders will establish their own functional area objectives with required human resources needs and time required to deliver expected outputs, which align with the overall business/quality objectives as required.

6.3 Planning of Changes

EuroTech Leaders are responsible for maintaining the integrity of the QMS when changes to the QMS are planned and implemented. Resources and responsibilities are reviewed at the Management Review Meeting.

7. Support

7.1 Resources

7.1.1 General

EuroTech Leaders determine the required resources to implement, maintain and continually improve the QMS. Capability and capacity are both considered when determining the need for internal and external resources. Management Team will review needed resources to achieve the business objectives. If contract personal is required proper training will be provided.

7.1.2 People

EuroTech Leaders, with the support of the Human Resources team, provide the personnel necessary for the effective implementation of the QMS and for the operation and control of processes.

7.1.3 Infrastructure

EuroTech Leaders determine, provide and maintain the infrastructure needed to achieve product conformity as follows:

- EuroTech Leaders with support of all employees constitute the Asset Management Team (AMT). The AMT identifies and maintains the required facilities and environment until a new AMT is formed.
- The AMT facilitates the procurement of process equipment (Ref. QMSPR0023 – Approval of New Processes and Equipment). The maintenance of process equipment is the responsibility of the AMT (Ref. QMSPR0024 – Machine Maintenance).
- Support services such as computer/phone, software/networks, financials and transportation logistics are provided through support functions such as EuroTech Information Technologies (I.T).
- EuroTech relies on external support for some auxiliary supporting functions necessary for equipment preservation, servicing and maintenance that is critical to our context.

7.1.4 Environment for the Operation of Processes

EuroTech Leaders determine and manage the work environment needed to achieve comfort and an environment suitable for efficient and safe work.
Regular environmental, health and safety meetings are included within MRMs to ensure team members are working in a safe environment. Internal inspections of the facilities are conducted by a selected employee once a month and findings are reported at the regular MRM. The decisions and results of the implemented changes are posted on the employee bulletin board.
Every employee of the EuroTech is member of the Health and Safety Committee and is responsible to bring up, in a monthly MRM, issues of equality, violence at work and general work ergonomics issues. MRM minutes will be maintained as evidence of compliance.
All of the above documents can be accessed by the employees through the EuroTech intranet website.

7.1.5 Monitoring and Measuring Resources

The nature of our business is based on accurate parts machining. EuroTech uses controlled inspection, measuring and test equipment to demonstrate product conformance. EuroTech teams calibrate and maintain their equipment according to an established procedure (Ref. QMSPR0076 – Control of Inspection, Measuring and Test Equipment). Certificates are retained as evidence of calibration. It is the responsibility of all personnel to use the correct inspection equipment. The term "measuring equipment" includes measurement devices and gauges. Control does not extend to

tools and equipment that is used for reference purposes only. The monitoring and measuring devices shall be calibrated yearly.

Controlled inspection, measuring and test equipment is labeled showing identification number, last calibration date and/or next calibration date.
Reference inspection, measuring and test equipment is labeled "For Reference Only".

All EuroTech personnel using inspection and test equipment are responsible to safeguard hardware and software from adjustments that invalidate the calibration.
All EuroTech personnel ensure inspection and test equipment is stored in protected areas to prevent damage and deterioration during handling, maintenance and storage.

When test equipment is found to be out of calibration or damaged, the finder or designate of the affected area will review the validity of previous test results and take appropriate corrective action on the equipment and any product affected. The review will go back to last day of calibration of the measuring device for all affected parts within EuroTech's control.
Measuring and test equipment maintenance register with calibration due dates will be maintained for critical to quality measuring equipment.

7.1.6 Organizational Knowledge

Key skill set required for achieving our business objectives is machine operation and general knowledge of mechanical engineering and measurement.
Knowledge specific to production process is stored on the EuroTech network in the following locations (but not limited to):

- EuroTech Quality Management Site
- EuroTech Library
- EuroTech Connect
- EuroTech E-learning

Organizational knowledge is also shared through inspection feedback, cross training, corrective action implementation, customer complaints, improvement projects, etc.

7.2 Competence

EuroTech Leaders determine the necessary competencies for personnel performing work in their areas. With the support of human resources, team leaders evaluate and ensure competence of team members on the basis of appropriate education, training,

skills and experience. Training needs are identified using tools such as: job descriptions, training checklists, on the job training, mentoring and career counseling. We recognize that size of our organization may require cross skill development and we will adjust our training and skill development to ensure availability of the skilled operators.

7.3 Awareness

Through regular MRM sand business updates, EuroTech leaders ensure their team members are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives specified in this manual. The quality policy is posted and is visible to all team members, interested parties and visitors to the EuroTech business. All team members are trained in the consequences of not conforming to QMS requirements. Every employee is being trained on Quality Policy and quality objectives of our company.

7.4 Communication

The communication plan to relevant parties is documented in procedure (Ref. QMSPR0036 - The Interested Parties, Risk & Opportunity File (reviewed in MRM).

Further internal and external communications are fulfilled through EuroTech website, press releases, tradeshows, and conferences. The team leaders brief employees on, policies, new quality objectives, strategic partners and or issues with suppliers and anything that may have any impact on our business.

7.5 Documentation

EuroTech has documented procedures (Ref. QMSPR0002 – Control of Documents, and QMSPR0012 – Control & Distribution of External Documents) to control all internal and external documents. EuroTech leaders of each functional area are responsible to determine appropriate documented information required to support the operation of their respective processes.

The Customer Change Notice (CCN) is stored with purchase orders in customers' files located on the EuroTech QMS site.

Electronic and hardcopy quality records are established and maintained to provide evidence of conformity to requirements and the effectiveness of the production process to produce and deliver machined parts to the customer as promised, on time.

Part dimensional verification is completed on the first part and number of in production testing is done and record maintained to ensure quality parts to customer on time and reduction of scrap.
EuroTech leaders of each functional area are responsible for their respective quality records. Records are securely stored and protected for the use of authorized clients only. The storage location, retention time and disposal of records for each functional area are documented as per QMSPR0003.

Electronic quality records are protected from deterioration, damage and loss by safe storage at the dedicated computer that is backed up at regular intervals.

8. Operation

8.1 Operational Planning and Control

The business process flow (Ref. Section 4.4 – Quality Management System and its Processes) demonstrates the interaction between functional areas in order to meet the requirements for the provision of products and to implement the actions determined in Section 6.
Plans and actions are established within respective processes to determine the necessary criteria and controls in order to achieve product conformity. When necessary, changes implemented within these processes are reflected in updated documentation revisions.
For each machining project, a production schedule is maintained. Required tools and materials are purchased and manufacturing order is prepared. Deliver of materials are recorded and delays are acted on with correction notice as per procedure. Monitoring, inspection, verification and/or validation activities and the records required are specified in procedures and work instructions of the QMS.

8.2 Requirements for Products and Services

Customer communication is fulfilled as defined in the following procedure (Ref. QMSPR0028 – Interested Parties, Risk and Opportunity File).
Requirements related to the product are determined for EuroTech by the customer and communicated by the part drawing and revision level.
These considerations are outlined in:

- requirements specified by the customer, including the requirements for delivery and post-delivery activities
- requirements not specified by the customer but necessary for the specified or intended application defined in the standard criteria, and

- Any additional requirements determined by the organization.

The members of the Sales Team, Management Team and Production Team, review the product requirements before accepting a customer contract to ensure (Ref. QMSPR0007 – Contract Review Process):

- requirements are clearly defined in the customer's purchase orders (PO) Quote, Approved Drawing, Order Report, Special Requirements
- conflicting requirements are resolved
- EuroTech has the ability to meet the project requirements and deliver on time
- EuroTech clearly understands customer expectations

If the customer does not provide a written specification for the ordered part to be machined, the Sales Support Team member review with the customer that the part machining will not be scheduled until the specifications and drawings are received from the customer.
Once review is complete, customer requirements are documented in a revision controlled form, Ref. QMSPR0008 -Product Manufacturing Order (MO) Form, and customer drawings.
When product requirements are changed, a sales support team member reviews the commercial and technical impact on the project before confirming the revision. Once the amendment has been accepted, a revised MO detailing the changes is issued. (Ref. QMSPR0016 – Amendment to Contract).

8.3 Design and Development of Products and Services (excluded from our scope)

8.4 Control of Externally Provided Processes, Products, and Services

8.4.1 General

Suppliers' for EuroTech are responsible for ensuring their products meet our requirements. Identified incoming products are not used until they have been verified as conforming to requirements in accordance with the documented procedure (Ref. QMSPR0022 – Incoming Inspection).

EuroTech and our customers may require product verification at a supplier's premises.

8.4.2 Type and Extent of Control

Authorized EuroTech personnel, are responsible for ensuring that purchased products and services are delivered on time, meet the required specifications and the agreed upon price, following the established processes. The type and extent of control applied to the supplier and the purchased products/services are dependent upon their effect on subsequent operations or the final product.

Based upon the volume of and/or critical nature of the product/service supplied, supplier performance will be measured. Formal results of this analysis will be maintained and provided to key suppliers on a regular basis using the corrective action process and supplier scorecard.

8.4.3 Information for External Providers

Supplier communication is fulfilled as defined in the Interested Parties, Risk and Opportunity File.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

EuroTech carries out its production and the after sales service and support under controlled conditions. These controls include, but are not limited to:

- Characteristics of manufacturing components are described on drawings electronically stored in the computer system and are available to the manufacturing team
- The manufacturing sequences, processes and monitoring for all manufactured items are specified through the Manufacturing order (MO) system and work instructions of the process area
- EuroTech leaders working with CNC machine operators, when required, select appropriate production and measuring equipment for product realization
- Proper monitoring of process parameters and results are identified on procedures and work instructions for each process area
- Finished products after inspection and testing will be cleaned and packaged to prevent damage while in storage and in transit (Ref. QMSPR0025 – Handling and Storage of Product, QMSPR0026 – Shipping of Products)
- Carriers for transport will be selected based upon their ability to meet requirements

8.5.2 Identification and Traceability

Manufactured and purchased items, including hardware and raw material, will be identified for traceability throughout the stages of production and delivery. All components are assigned a EuroTech unique Raw Material (RM) identifier.

All in-house manufactured items are accompanied by a Manufacturing Order (MO) at all stages of the manufacturing process. The MO identifies the routing and status of the particular item throughout the entire manufacturing process (Ref. QMSPR0013 – Maintaining Traceability with Production Order).

8.5.3 Property Belonging to Customers or External Providers

EuroTech ensures that all customer-supplied goods or information is properly maintained.

Customer-supplied goods or information includes, but is not restricted to:

- Part samples
- Material or material samples
- Test equipment
- Intellectual property as uniquely identified

Upon receipt of the customer supplied goods or information, EuroTech's shipping and receiving team will inspect, record and report any damage. All customer-supplied goods or information will be identified and stored in a designated area until their required use. Any loss and/or damage incurred to the customer-supplied goods or information, while at EuroTech, will be reported to the customer by sales support.

EuroTech will maintain customer supplied intellectual property (such as drawings or CAD data files) in a secured area.

All other property belonging to external providers will be handled with similar care.

8.5.4 Preservation

All EuroTech personnel will utilize adequate material handling methods to transport product within the building to prevent damage and deterioration.

Products will be stored in appropriate areas and preserved under suitable conditions to prevent damage or deterioration while in storage (Ref. QMSPR0025 – Handling and Storage of Product).

Products will be packed according to established processes to preclude damage or deterioration during the shipping process (Ref. QMSPR0026 – Shipping of Products).

Visual inspections will be performed throughout the manufacturing process to verify that no damage or deterioration has taken place. (Ref. QMSPR0025 - Handling and Storage of Product).

8.5.5 Post-delivery Activities

The EuroTech sales team will provide after sales service support, when required.
Risks associated with product deliveries will be considered at regular MRMs.
The nature, use and intended lifetime of the machined part is the responsibility of customers.

8.5.6 Control of Changes

The EuroTech will review risks and assess and mitigate the potential consequences of changes from external interested parties.
The changes within are controlled as per the following:

- Design changes – (Ref. Section 8.3.6)
- Process changes – (Ref. Section 8.1)
- System changes – (Ref. Section 6.3)
- Product requirement changes - (Ref. Section 8.2)

8.6 Release of Products and Services

The planned activities in every stage of the machining process are intended to verify that product machining tolerances are met. Verifications of the product requirements take place at appropriate stages (where applicable):

- Design check - product review and verification
- Incoming inspection (Ref. Section 8.4.1 - Control of Externally Provided Processes, Products, and Services)
- In-process inspection after CNC machine setup
- Part fit and function tests after cleanup and de-burring

- Dock audit by the shipper provide traceability to the person(s) authorizing release of parts for delivery to the customer.

EuroTech leaders and the Quality Manager have the authority to postpone the shipment of a non-conforming product until either:

- Non-conformance is contained
- Or if required, non-conformance is accepted by the customer through sales support approval and/or management decisions (Ref. QMSPR1110 - Approval Decision Matrix for Shipping Projects with Open NC's)

8.7 Control of Non-Conforming Process Outputs

EuroTech ensures that non-conforming process outputs are identified and controlled to prevent their unintended use or delivery. When the product does not meet requirements, a non-conformance report will be issued.

Non-conforming products will be identified with red tags, and processed according to the disposition in the non-conformance reports. Non-conformance reports will be evaluated by designated team members. All functional areas concerned will be notified (Ref. QMSPR0007 – Control of Non-conforming Product). Unique records of non-conformances including descriptions, actions, relevant concessions, and authority are retained in the QMS directory.

The designated team member will determine the disposition with the customer and maintain the record.

Repaired and/or reworked products are re-inspected in accordance with engineering drawings, documented procedures, and work instructions.

When non-conforming product is detected after delivery, EuroTech sales support will coordinate the actions appropriate to the effects (or potential effects) of the non-conformity.

9. Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

EuroTech leaders determine the criteria for what information needs to be monitored, measured, and analyzed in order to evaluate and continually improve the performance and effectiveness of the quality management system.

Customer satisfaction is monitored through customer complaint feedback (Voice of the Customer/VOC or similar). Complaints are reviewed for process improvement and corrective action at the MRM. Urgent issues/complaints are escalated to process area leaders as required.

9.2 Internal Audit

Internal audits verify the QMS effectiveness and conformance to the requirements of the ISO9001standard and other requirements established by EuroTech (Ref. QMS0006 – Internal Audits).

9.3 Management Review

A formal management review is performed at least once per month or as required and covers the inputs and outputs from ISO 9001 standard (Ref. QMS0712 - Management Review Documents and QMS0004 – Management Review Meeting).

10. Improvement

10.1 General

EuroTech determines opportunities for improvement to enhance customer satisfaction. Examples of improvement activities can include but are not limited to:

- Improve on time delivery to customers
- Reduce scrap parts by applying corrective actions
- Improve timely delivery of raw materials

10.2 Non-conformity and Corrective Action

Non-conformities are documented and analyzed as per Section 8.7 - Control of Non-Conforming Outputs and QMSPR0007 –Control of Non-conforming Product.

EuroTech maintains a corrective action system to eliminate the causes of non-conformities in order to prevent their recurrence. Corrective actions will be appropriate to the non-conformance identified (Ref. QMS0010 – Corrective Action for Non-

Conformance).Unique records of Corrective Actions are retained for record in the QMS archive for three years. If applicable, risks and opportunities are updated.

10.3 Continual Improvement

EuroTech is committed to continually improve the effectiveness of the Quality Management System. Continual improvement is conducted based on results of analysis and evaluation, management reviews, audit findings and outputs of activities from Section 10.1 – General.

Revision History

Revision	Date	Details	By:
0	2017/12/13	Draft QMS Manual aligned with ISO 9001:2015 structures.	JPI
1	2018/02/28	Minor updates to add Org charts in Annex A	JPI

ANNEX A:

Employee:	Main Responsibilities:	Description:	Roles:	Training:
