

**Kurtus Technologies**  
**Quality Policy Manual**  
(Conforming to the ISO 9001-1987 Standard)

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## **0.0 Introduction**

We, at Kurtus Technologies, have developed a system of policy statements, operating procedures, and work instructions. The purpose of these documents is to assure the quality of the products and services we provide to our external customers (those who purchase our goods), as well as to assure the quality of the work we do and the parts and products we pass on to our internal customers. This "quality system" guides our managers in achieving our goals of reducing wasteful practices and maintaining customer satisfaction.

This quality system also complies with the international standard ISO 9001-1987, and its technical equivalent, ANSI/ASQC Q91. ISO 9001 sets requirements for the various aspects of manufacturing and covers the design, production, installation and servicing of our products.

In our quality system, we follow three major steps for compliance to ISO 9001:

1. First, we state our commitment to adhere to those requirements through our policy statements.
2. We then provide the necessary details of what we do and who is responsible for satisfying those commitments through our operating procedures.
3. Finally, we state the specific work instructions of how to implement the requirement, along with records or check-sheets to verify that implementation.

This Quality Policy Manual is the first part of achieving our goals through complying with the ISO 9001 standards.

## **1.0 Definition of major terms**

In order to make sure there are no misunderstandings, as to what we mean by certain words and phrases that are in this document, the following are definitions of major terms:

### **Company Policy Statements**

The policy of a company is the course of action the company commits to, or pledges to take, on a specific issue.

### **Rationale Policy**

Kurtus Technologies' policies add the reason or rationale for a given course of action. Our policy statements are usually written as: "In order to assure (or avoid) xxx, it is our policy to always do yyy."

### **Operating Procedures**

Operating procedures are the statements of how a specific policy statement will be implemented. Also, in order for a policy to be implemented, it is necessary for someone to be responsible for that implementation.

### **Work Instructions**

Work instructions are specific step-by-step details of how to do a certain task.

### **Quality of products and services**

The quality of a product or service means that it fulfills the contracted specification and is delivered on time and at the agreed-upon cost. A quality product works and lasts as long as promised. A quality service gets the job done as promised.

Sometimes features or requirements are not stated in the specification but are assumed or expected by the customer. Care must be taken not to let this happen.

### **Internal Customers**

Every work activity consists of an order, work done, delivery, and payment. The person making the order must also provide the funding for the work done. He or she is considered the internal customer.

### **External Customers**

The people outside the company who buy our products or pay for our services are our external customers. Note that these people may or may not be the actual users of the product or service.

## 2.0 Background on the development of this manual

The following information gives the rationale or reasoning for using the ISO 9001 standard and in developing the policy statements in this manual:

1. Definition of what business we are in,
2. Purpose for us to be in business,
3. Beliefs of how our business can prosper,
4. Using ISO 9001 as a good way to achieve our goals, and
5. Method we follow to provide adherence to ISO 9001 standard.

The following paragraphs provide detail:

### 2.1 Definition of what business we are in

We, at Kurtus Technologies, are in the business of producing documents—both hard copy and electronic, both standard and custom-made—and providing those products, along with supporting services, to help companies and individuals achieve productivity improvements.

Document types include booklets, policy manuals, procedure manuals, newsletters, on-line help, computer based training, and disk based documents. Areas of interest and expertise include Total Quality Management (TQM), ISO 9000, business, engineering, science, and personal and professional advancement.

#### 2.1.1 *Markets*

Our company's target market consists of small- to medium-sized companies. They are usually manufacturing firms, especially those in high technology areas. We also make some sales to individuals.

#### 2.1.2 *Business process and activities*

The business of producing and selling documents to other companies follows a process and includes certain important activities. At the simplest level, our business process is:

1. Get contract with the customer company to provide specific documents and related products,
2. Produce those documents and products,
3. Deliver documents and get paid.

The importance of stating this process and related activities is because in order to improve the business or even maintain it, we must know exactly what work is being done. Then specific area can be fine-tuned to improve the whole system.

## **2.2 Purpose of being in business**

Our purpose for being in business is to earn a living, while doing something we enjoy that also benefits our customers as well as society.

Our goal is to prosper by continually making a profit from selling our products and services. Our profit is determined by the selling price of our goods and services less the costs to make and provide those goods and services.

In order to make profit on a continual basis, there must be a steady stream of new or repeat customers. Also, in order to truly prosper, the profit must be optimized through elimination of wasteful costs.

## **2.3 Beliefs of how our business can prosper**

We believe that by providing quality products and services to our customers, those customers will give us repeat business, as well as refer others to us for new business. By a quality product or service, we mean one that fulfills those expectations of our customer that were promised in our contract or advertising. (Note that sometimes expectations can also be assumed.)

We believe that improving our internal processes, with the goal of reducing or eliminating the costs due to waste, error, and returns, can increase our profits. (Note that this is working smarter, not necessarily harder. The process must be improved, and the worker is not necessarily to blame.)

## **2.4 One way goal can be achieved: comply with ISO 9000**

A good way to help assure we deliver quality products and services, while reducing unnecessary losses, is to follow the requirements stated in the ISO 9001 standard.

It may be noted that the ISO 9001 requirements relate to solving common problems seen in the manufacturing of a product. Each ISO 9001 4.0 sub-section provides a standard for a specific, implied problem area.

## **2.5 Method to assure adherence to ISO standard**

The method used in this Quality Policy Manual to assure that these standards for quality management are adhered to is as follows:

1. For ease of reference between ISO 9001 requirements and the Kurtus Technologies policy statements, each subsection of paragraph 4.0 refers directly to, and is titled the same as in ISO 9001.
2. A short description is given on how each area relates to our business activities.
3. A specific problem related to this activity that is seen in many companies, and the possible result of that problem area, is stated.
4. The solution of following the ISO 9001 sub-section is stated as policy.
5. Specific rules are then stated as our policy.

Verification that we do what we say is referred to, as are detailed procedures on the respective policies.

## **3.0 References**

ANSI/ASQC Q91

Operating Procedures for Kurtus Technologies

## **4.0 Policies for assuring quality products and services, using the ISO 9001 Standard**

The following sections list policies or commitments of Kurtus Technologies to design, manufacture, deliver, and service our products using quality methods.

What we mean by quality products and services are those products and services that meet the contracted specification, including those specifications that are "reasonable assumed." By quality methods we mean those methods that result in quality products and services.

We believe that companies that follow what are considered "good practices" or adhere to accepted standards of quality usually operate their businesses in an effective and consistent manner, such that they deliver a product or service of the quality expected by their customer.

We believe that following good practices will result in reduced costs by helping eliminate waste and will also result in repeat and new business due to customer satisfaction from getting quality goods.

Thus, it is the policy of this company to follow the ISO 9001 standards for the quality operation of our business and the delivery of quality product and service, as follows:

## **4.1 Management Responsibility**

At Kurtus Technologies, our executive management runs the business, makes decisions, and represents the company to our customers.

### ***Beliefs***

We believe it is important for us to assure our customers that management is responsible for those decisions, in order that the customers know who to contact in the event of problems or questions.

We believe that effective management responsibility will result in reduced costs by helping eliminate wasted effort and material due to misunderstandings. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

### ***Policy***

Thus, it is the policy of this company to adhere to the requirements listed in ISO 9001 section 4.1 on Management Responsibility, as follows:

#### ***4.1.1 Quality Policy***

1. In order to clarify our position to our customers, suppliers, and workers concerning the quality of our products and services, it is our policy that our executive management defines and documents our policy for quality including objectives for quality and our commitment to quality.
  - By policy for quality, we mean the philosophy, rules, or way of doing business related to making quality goods or providing quality services. In other words, that we provide our customers what we promise them and thus what they expect.
  - By objectives for quality, we mean those objectives that will result in making quality products.
  - By commitment to quality, we mean the commitment to providing quality goods or services. That is, to make items to specification or as promised.
2. It is our policy that our policy for quality be relevant to our organizational goals and the expectations and needs of our customers.
3. It is also our policy to ensure that our quality policy is understood, implemented, and maintained at all levels of the organization. The way we ensure this is by Procedure 4.1.1.

#### ***4.1.2 Organization***

##### ***4.1.2.1 Responsibility and Authority***

1. In order to make sure everyone understands who is responsible for decisions, it is our policy to always define the responsibilities of all personnel who manage, perform, and verify work affecting the quality (adherence to contracted promises with the customer) of our products and services.

2. In order to avoid having unauthorized decisions made, it is our policy to always define the authority of all personnel who manage, perform, and verify work affecting the quality (adherence to contracted promises with the customer) of our products and services.
3. In order to make sure everyone understands the interrelation of our personnel, it is our policy to always define the interrelation of all personnel who manage, perform, and verify work affecting the quality (adherence to contracted promises with the customer) of our products and services.
4. The above policies are particularly true for personnel who need the organizational freedom and authority to:
  - Initiate action to prevent the occurrence of product nonconformity;
  - Identify and record any product quality problems;
  - Initiate, recommend, or provide solutions through designated channels;
  - Verify the implementation of solutions;
  - Control further processing, delivery, or installation of nonconforming product until the deficiency or unsatisfactory condition has been corrected.

#### *4.1.2.2 Verification Resources and Personnel*

1. In order to make sure that we adhere to our policies, it is our policy to always identify in-house verification requirements.
2. In order to make sure that we adhere to our policies, it is our policy to provide adequate resources and assign trained personnel for verification activities (see 4.18 for our Training policy).
  - Verification activities include inspection, test, and monitoring of the design, production, installation, and servicing of the process and/or product.
  - Personnel independent of those having direct responsibility for the work being performed carry out design reviews and audits of the quality system, processes, and/or product.

#### *4.1.2.3 Management Representative*

In order to ensure that the stated policies (and requirements of the ISO 9001 standard) are implemented and maintained, it is our policy to always have a management representative who, irrespective of other responsibilities, has defined authority and responsibility for ensuring that these requirements are implemented and maintained.

Details and duties concerning that person are explained in Procedure 4.1.2.3

#### **4.1.3 Management Review**

In order to avoid simply paying 'lip service' to our policies, it is our policy to always have our management review the quality system adopted to satisfy the requirements of ISO 9001 at appropriate intervals. This is done to ensure its continuing suitability and effectiveness.

It is also our policy to always maintain records of such reviews (see 4.16).

NOTE: Management reviews normally include assessment of the results of internal quality audits, but are carried out by, or on behalf of, the supplier's management, namely management personnel having direct responsibility for the system (see 4.17 for policy on Internal Quality Audits).

## **4.2 Quality System**

At Kurtus Technologies, we have a system of policies, procedures, and instructions to guide our work in a quality manner.

### ***Beliefs***

We believe it is important for us to follow these policies, procedures, and instructions. This is to have some sort of system to assure the quality of their products and services quite and being able to deliver what we promise.

We believe that using such a quality system will result in reduced costs by helping eliminate wasted effort and material that could come from disorganized efforts. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

By quality system we mean documented policies, procedures, and work instructions that lead to and guide the delivery of quality products and services, as promised to the customer.

### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.2 standard on Quality System, as follows:

1. In order to make sure we have a guide to operate the company and ensure our products are high quality, it is our policy to have a documented quality system. The establishment of a documented quality system includes the preparation of documented quality system procedures and instructions in accordance with the requirements of the ISO 9001 standard, and the effective implementation of the documented quality system procedures and instructions.
2. It is also our policy to maintain that documented quality system.

NOTE: In meeting specified requirements, timely consideration is given to the following activities:

- a) The preparation of quality plans and a quality manual in accordance with the specified requirements;
- b) The identification and acquisition of any controls, processes, inspection equipment, fixtures, total production resources, and skills that may be needed to achieve the required quality;
- c) The updating, as necessary, of quality control, inspection, and testing techniques, including the development of new instrumentation;
- d) The identification of any measurement requirement involving capability that exceeds the known state of the art in sufficient time for the needed capability to be developed;
- e) The clarification of standards of acceptability for all features and requirements, including those that contain a subjective element;

- f) The compatibility of the design, the production process, installation, inspection and test procedures, and the applicable documentation;
- g) The identification and preparation of quality records (see 4.16).

### **4.3 Contract Review**

At Kurtus Technologies, we use contracts to define what we are to make and deliver to our customer, when it is to be delivered, what the price will be, and other considerations.

Potential problem areas concerning contracts are:

- Misunderstandings of what is desired by the customer
- Certainty on our capability to make a product that fulfills what the customer wants

These problems can result in wasted effort and material, loss of business due to customer dissatisfaction from not getting expected goods and services, and possible lawsuits.

We believe that reviewing a contract with both the customer and the people doing the work, before it is finalized will help to prevent the problems and their results.

Thus, it is our policy to always review each contract before it is finalized to make sure that:

- a) The requirements are adequately defined and documented;
- b) Any requirements differing from those in the tender are resolved; and
- c) We have the capability to meet contractual requirements.

Always coordinate with the purchaser's organization, as appropriate, our contract review activities, interfaces, and communication.

In order to make sure we can check and verify what transpired at our contract review meetings, it is our policy to always maintain records of those contract reviews, as per Policy paragraph 4.16 Document Control.

In order to make sure we properly implement this contract review policy, it is our policy to always use Procedure 4.3 for the review of contracts and for the coordination of these activities.

It is also our policy to maintain that procedure, as per Policy paragraph 4.16 Document Control.

#### ***Beliefs to prevent problems***

We believe it is important to review a contract with both the customer and the people doing the work, before it is finalized. This is to make sure we understand what is desired by the customer and that we are able to make a product that fulfills what the customer wants.

We believe that effective contract review will result in reduced costs by helping eliminate contractual misunderstandings that cause wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.3 standard on Contract Review, as follows:

1. In order to make sure there are no contractual misunderstandings, it is our policy to always review each contract before it is finalized to see that:
  - a) The requirements are adequately defined and documented;
  - b) Any requirements differing from those in the tender are resolved; and
  - c) We have the capability to meet contractual requirements.
2. Also, in order to make sure there are no contractual misunderstandings, it is our policy to always coordinate with the purchaser's organization, as appropriate, our contract review activities, interfaces, and communication.
3. In order to make sure we can check and verify what transpired at our contract review meetings, it is our policy to always maintain records of those contract reviews, as per Policy paragraph 4.16 Document Control.
4. In order to make sure we properly implement this contract review policy, it is our policy to always use Procedure 4.3 for the review of contracts and for the coordination of these activities.
5. It is also our policy to maintain that procedure, as per Policy paragraph 4.16 Document Control.

**4.4 Design Control**

At Kurtus Technologies, we design the product according to the contracted requirements or specification. That design sometimes may change due to evolving technical improvements and/or revised design requirements.

Possible problem areas concerning the design:

- Not fulfilling contract
- Features not included in specification
- Incorrect or unauthorized design changes
- Change in schedule and manpower requirements due to authorized design changes

We believe that in order to prevent these problems

***Beliefs***

We believe it is important for us to maintain control over how our products are being designed and over the possible changes in the design. This is to make sure the product not only fulfills customer requirements but also stays within contracted features.

We believe that effective design control will result in reduced costs by helping eliminate wasted effort and material due to incorrect or unauthorized design changes. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.4 standard on Design Control, as follows:

**4.4.1 General**

In order to ensure that the contracted requirements are met, it is our policy to always maintain control of the design of the products we make and to verify that design.

It is also our policy to use and maintain Procedure 4.4 to control and verify the design of our product.

**4.4.2 Design and Development Planning**

In order to effectively coordinate the design effort and to avoid misdirection or areas of work not covered, it is our policy to always have plans that identify the responsibility for each design and development activity.

In order to maintain the management of the project, it is also our policy to always use these plans to describe or reference these activities. These plans are always updated as the design evolves.

**4.4.2.1 Activity Assignment**

In order to ensure the design and verification activities are done correctly, those activities are planned and assigned to qualified staff equipped with adequate resources.

Details are provided in Procedure 4.4.

**4.4.2.2 Organizational and Technical Interfaces**

In order to avoid poor or incomplete communications that could result in lack of design coordination and even cause mistakes, it is our policy to always identify the organizational and technical interfaces between different involved groups and to document, transmit, and regularly review the necessary information concerning these interfaces.

The identification and documentation details are provided in Procedure 4.4.

#### **4.4.3 Design Input**

In order to avoid confusion about the inputs to the design and to ensure complete understanding of what the customer wants, it is our policy to always identify, document, and review the selection by our engineering staff for adequacy of the design input requirements relating to the product.

It is also our policy to always resolve incomplete, ambiguous, or conflicting requirements with those responsible for drawing up these requirements. This is done during the design review, as per Policy paragraph 4.3.

#### **4.4.4 Design Output**

In order to ensure the design conforms to the goal of satisfying customer requirements, it is our policy to always document our design output and express it in terms of requirements, calculations, and analyses.

It is also our policy that our design output always:

- a) Meets the design input requirements;
- b) Contains or references acceptance criteria;
- c) Conforms to appropriate regulatory requirements whether or not these have been stated in the input information;
- d) Identifies those characteristics of the design that are crucial to the safe and proper functioning of the product.

#### **4.4.5 Design Verification**

In order to avoid careless or incomplete verification of our design, it is our policy to always plan, establish, document, and assign to competent personnel functions for verifying that design.

By design verification we mean the activity that establishes that design output meets the design-input requirement (see 4.4.4) by means of design control measures such as:

- a) Holding and recording design reviews (see 4.16);
- b) Undertaking qualification tests and demonstrations;
- c) Carrying out alternative calculations; and
- d) Comparing the new design with a similar proven design, if available.

It is our policy to always follow Procedure 4.4 for verification of our design.

#### **4.4.6 Design Changes**

In order to avoid unauthorized, unnecessary, or incorrect changes and modifications to the design of our product, as well as to avoid the risk of losing track and control of changes, it is our policy to always have design changes and modifications identified, documented, and reviewed and approved

It is also our policy to maintain Procedure 4.4 for the identification, documentation, and appropriate review and approval of design changes and modifications.

## **4.5 Document Control**

At Kurtus Technologies, we write numerous official documents, including plans, procedures, contracts, drawings, and such.

### ***Beliefs***

We believe it is important for us to maintain control over the distribution, updating, and storage of these various documents. This is to make sure workers receive and use proper and the latest drawings, references, and such.

We believe that effective document control will result in reduced costs by helping eliminate wasted effort and material due to the use of improper documents. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.5 standard on Document Control, as follows:

#### **4.5.1 Document Approval and Issue**

In order to avoid using documents that are incorrect, inadequate, or unauthorized, it is our policy that authorized personnel always review our documents for adequacy and approve them prior to issue.

In order to avoid any forms of miscommunication concerning our drawings, it is always our policy that the review for adequacy and approval by our authorized personnel will ensure that:

- The pertinent issues of appropriate documents are available at all locations where operations essential to the effective functioning of the quality system are performed, and
- Obsolete documents are promptly removed from all points of issue or use.

It is also our policy to use and maintain Procedure 4.5.1 to control all documents and data that relate to the requirements of this Quality Policy Manual and the ISO 9001 standard.

#### **4.5.2 Document Changes / Modifications**

1. In order to avoid lack of consistency of document reviews, and thus prevent possible mistakes, it is our policy to always have the changes to documents reviewed and approved by the same functions

or organizations that performed the original review and approval, unless specifically designated otherwise.

2. In order to facilitate the review and approval process, it is our policy to always make sure that the designated organizations have access to pertinent background information upon which to base their review and approval.
3. In order to properly track changes, it is our policy to identify in the document or the appropriate attachments the nature of the change, where practicable.
4. In order to preclude the use of non-applicable documents, it is our policy to always maintain a master list or equivalent document control procedure to identify the current revision of documents.
5. In order to avoid cluttered and confusing documents, it is our policy to always re-issue documents after a practical number of changes have been made, as determined by the authorized personnel.

## **4.6 Purchasing**

At Kurtus Technologies, we purchase many items from our suppliers for integration into our final product.

Possible problem areas concerning purchasing are parts and supplies that are:

- Not to our specification
- Delivered late or not at all
- Over-priced
- At a different price than agreed upon

These problems can result in affecting our ability to deliver our product on time, at the agreed cost, and to our customer's specification.

We believe that effective purchasing will result in reduced costs by helping eliminate wasted effort and material due to purchasing parts that do not fulfill our specifications and/or are delivered late. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.6 standard for Purchasing, as follows:

### ***Beliefs***

We believe it is important to only purchase quality parts and supplies for our product. (By quality parts and supplies, we mean those that are delivered on time, at the agreed cost, and to our specification). This is to make sure our product will be delivered on time, at the agreed cost, and to our customer's specification.

We believe that effective purchasing will result in reduced costs by helping eliminate wasted effort and material due to purchasing parts that do not fulfill our specifications and/or are delivered late. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.6 standard for Purchasing, as follows:

#### **4.6.1 General**

In order to make sure we purchase the correct parts and supplies for our product, it is our policy to always check that the purchased goods conform to our specified requirements.

#### **4.6.2 Assessment of Subcontractors**

1. In order to avoid the possibility of selecting subcontractors that are inexpensive but unable to deliver, it is our policy to always select subcontractors on the basis of their ability to meet subcontract requirements, including our requirements on the quality of their product or service.
2. In order to make sure we select subcontractors that are able to deliver the quality product or service we require, it is our policy to always use criteria for the selection of subcontractors that is dependent upon the type of product and, where appropriate, on records of subcontractor's previously demonstrated capability and performance.
3. Also, in order to make sure we select subcontractors that are able to deliver the quality product or service we require, it is our policy to always use criteria for the type and extent of control we exercised on subcontractors that is dependent upon the type of product and, where appropriate, on records of subcontractor's previously demonstrated capability and performance.
4. In order to make sure we keep track of good suppliers, it is our policy to always establish and maintain records of acceptable subcontractors (see 4.16).
5. It is also our policy to ensure that these quality system controls are effective.
6. Procedures for these policies are listed in Procedure 4.6.2

#### **4.6.3 Purchasing Data**

1. In order to make sure information related to purchasing is accurate, it is our policy that all purchasing documents always contain data clearly describing the product ordered, including, where applicable:
  - a) The type, class, style, grade, or other precise identification;

- b) The title or other positive identification and applicable issue of specifications, drawings, process requirements, inspection instructions, and other relevant technical data, including requirements for approval or qualification of product, procedures, process equipment and personnel;
  - c) The title, number and issue of the quality system Standard to be applied to the product.
2. In order to avoid unauthorized purchases, it is our policy to always review and approve purchasing documents for adequacy of specified requirements prior to release.

#### **4.6.4 Verification of Purchased Product**

1. In order to assure our customer/purchaser that we are using quality parts and supplies, it is our policy to always allow the purchaser or the purchaser's representative the right to verify at source or upon receipt that the purchased product conforms to specified requirements, when this is specified in the contract.
2. Also, in order to assure our customer/purchaser that we are using quality parts and supplies, it is our policy that verification by the purchaser does not absolve us of the responsibility to provide acceptable product nor shall it preclude subsequent rejection
3. Also, in order to assure our customer/purchaser that we are using quality parts and supplies, it is our policy that when the purchaser or the purchaser's representative elects to carry out verification at the sub-contractor's plant, such verification will not be used by the us as evidence of effective control of quality by the sub-contractor.

#### **4.7 Purchaser Supplied Product**

At Kurtus Technologies, we sometimes receive and use parts and supplies provided by our customer (purchaser).

##### ***Beliefs***

We believe it is important for us to protect those customer-provided parts and supplies. This is to avoid the risk of losing or damaging those items.

We believe that effective control of purchaser supplied product will result in reduced costs by helping eliminate wasted effort and material due to having to replace those items. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

##### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.7 standard on Purchaser Supplied Product, as follows:

1. In order to avoid possible loss or damage of purchaser-supplied product, it is our policy to always verify the incoming condition, properly store, and maintain those products that are supplied by the purchaser and provided for incorporation into our supplies.
2. It is our also our policy to follow and maintain Procedure 4.7 for verification, storage, and maintenance of purchaser supplied product provided for incorporation into the supplies.
3. In order to keep our customer aware of any problems, it is our policy to always record and report to the purchaser any such product that is lost, damaged, or is otherwise unsuitable for use. (See paragraph 4.16).

(NOTE: Verification by the supplier does not absolve the purchaser of the responsibility to provide acceptable product.)

#### **4.8 Product Identification and Traceability**

At Kurtus Technologies, we often have a number of different products in house, as well as many units of single products.

##### ***Problem***

This can result in the potential problems of wasted effort and material due to mix-ups or lost products.

##### ***Solution***

We believe that effective product identification and traceability will result in reduced costs by helping eliminate wasted effort and material due to mix-ups or lost products. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

We believe that adhering to ISO 9001 section 4.8 will help eliminate that potential problem.

##### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.8 standard on Product Identification and Traceability, as follows:

1. Always identify our products from applicable drawings, specifications, or other documents, during all stages of production, delivery, and installation, where appropriate.
2. Use and maintain Procedure 4.8 for identifying the product from applicable drawings, specifications, or other documents, during all stages of production, delivery, and installation.
3. Use a unique identification for an individual product or batches, where, and to the extent that, traceability is a specified requirement.
4. Always record this identification. (see 4.16)

***Beliefs***

We believe it is important for us to properly identify and keep track of our product. This is to avoid the risk of mix-ups or lost products.

We believe that effective product identification and traceability will result in reduced costs by helping eliminate wasted effort and material due to mix-ups or lost products. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.8 standard on Product Identification and Traceability, as follows:

1. In order to avoid product mix-ups or confusion, it is our policy to always identify our products from applicable drawings, specifications, or other documents, during all stages of production, delivery, and installation, where appropriate.
2. It is also our policy, where appropriate, to use and maintain Procedure 4.8 for identifying the product from applicable drawings, specifications, or other documents, during all stages of production, delivery, and installation.
3. In order to avoid confusion in orders, it is our policy to always use a unique identification for an individual product or batches, where, and to the extent that, traceability is a specified requirement.
4. It is also our policy to always record this identification. (see 4.16)

**4.9 Process Control**

At Kurtus Technologies, we have numerous processes in the operation of the business and the manufacture of our goods. (By process we mean a systematic series of actions directed to some end or goal.)

***Beliefs***

We believe it is important for us to maintain control over these various processes and to document those processes. This is to make sure the product is made correctly and consistently.

We believe that effective process control will result in reduced costs by helping eliminate wasted effort and material due to making the product incorrectly or inconsistently. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.9 standard on Process Control, as follows:

#### **4.9.1 General**

1. In order to avoid inconsistencies, it is our policy to always identify and plan our production and installation processes that directly affect the quality of the goods we produce.
2. In order to avoid poor decisions, it is our policy to always ensure that these processes are carried out under controlled conditions by following Procedure 4.9.
3. Controlled conditions shall include the following:
  - a) Documented work instructions defining the manner of production and installation, where the absence of such instructions would adversely affect quality. Use of suitable production and installation equipment, suitable working environment, compliance with reference standards / codes, and quality plans;
  - b) Monitoring and control of suitable process and product characteristics during production and installation;
  - c) The approval of processes and equipment, as appropriate;
  - d) Criteria for workmanship that shall be stipulated, to the greatest practicable extent, in written standards or by means of representative samples.

#### **4.9.2 Special Processes**

In our work there are some special processes, of which the results cannot be fully verified by subsequent inspection and testing of the product and where, for example, processing deficiencies may become apparent only after the product is in use.

Accordingly, continuous monitoring and/or compliance with documented procedures is required to ensure that the specified requirements are met. These processes shall be qualified and shall also comply with the requirements of 4.9.1. Records shall be maintained for qualified processes, equipment, and personnel, as appropriate.

#### **4.10 Inspection and Testing**

At Kurtus Technologies, we receive parts and supplies, integrate them into our product, and then ship finished product to our customer. It is important that all parts and supplies we receive meet specification, in order that we get our money's worth from them. It is also important that our product meets specification, in order to satisfy our customers.

##### ***Beliefs***

Thus, we believe it is important for us to properly inspect and test parts and supplies received, inspect and test our product in process, and inspect and test our product before delivery to verify they meet specification. This is to avoid the risk of using out-of-specification parts and supplies and delivering out-of-specification product.

We believe that effective inspection and testing will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.10 standard on Inspection and Testing, as follows:

**4.10.1 Receiving Inspection and Testing**

**4.10.1.1**

In order to avoid using out-of-specification parts and supplies, it is our policy to ensure that incoming product is not used or processed (except in the circumstances described in 4.10.1.2) until it has been inspected or otherwise verified as conforming to specified requirements.

It is our policy to verify those parts and supplies have been inspected in accordance with the quality plan or documented Procedure 4.10.

**4.10.1.2**

Where incoming product is released for urgent production purposes, it shall be positively identified and recorded (see 4.16) in order to permit immediate recall and replacement in the event of nonconformance to specified requirements.

NOTE: In determining the amount and nature of receiving inspection, consideration should be given to the control exercised at source and documented evidence of quality conformance provided.

**4.10.2 In-Process Inspection and Testing**

It is our policy to:

1. Inspect, test, and identify product as required by the quality plan or documented procedures;
2. Establish product conformance to specified requirements by use of process monitoring and control methods;
3. Hold product until the required inspection and tests have been completed or necessary reports have been received and verified except when product is released under positive recall procedures (see 4.10.1). Release under positive recall procedures shall not preclude the activities outlined in 4.10.2 a);
4. Identify nonconforming product.

**4.10.3 Final Inspection and Testing**

1. In order to assure that final inspection and testing be done properly, it is our policy to always require that all specified inspection and tests, including those specified either on receipt of product or in-process, have been carried out, and that the data meets specified requirements within our quality plan or documented procedures for final inspection and testing.
2. In order to complete the evidence of conformance of the finished product to the specified requirements, it is our policy to always carry out all final inspection and testing in accordance with the quality plan or documented procedures.
3. In order to avoid delivery of nonconforming product. it is our policy to always assure that no product is dispatched until all the activities specified in the quality plan or documented procedures have been satisfactorily completed and the associated data and documentation is available and authorized.

#### **4.10.4 Inspection and Test Records**

In order to avoid questions about the validity of our inspection and test, it is our policy to always keep and maintain records that give evidence that the product has passed inspection and/or test with the defined acceptance criteria (see 4.16).

#### **4.11 Inspection, Measuring, and Test Equipment**

At Kurtus Technologies, we use various equipment to inspect, measure, and test parts, supplies, and product.

##### ***Beliefs***

We believe it is important for us to keep that equipment calibrated. This is to avoid the risk of faulty inspection.

We believe that effective inspection, measurement, and use of calibrated test equipment will result in reduced costs due to eliminating wasted effort and material due to faulty inspection. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

##### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.11 standard on Inspection, Measuring and Test Equipment, as follows:

1. In order for inspectors to know what to measure, it is our policy to always state the required measurement accuracy in the design.
2. In order to demonstrate the conformance of product to the specified requirements and show that measurements are completely accurate, it is our policy to always control, calibrate, and maintain

inspection, measuring, and test equipment. This is true whether the equipment is owned by us, on loan, or provided by the purchaser.

3. In order to make sure measurements are done correctly, it is our policy to always use equipment in a manner which ensures that measurement uncertainty is known and is consistent with the required measurement capability.
4. In order to make sure measurements are done correctly, it is also our policy to:
  - a. Identify the measurements to be made, the accuracy required, and select the appropriate inspection, measuring, and test equipment:
  - b. Identify, calibrate, and adjust all inspection, measuring and test equipment, and devices that can affect product quality at prescribed intervals, or prior to use, against certified equipment having a known valid relationship to nationally recognized standards - where no such standards exist, the basis used for calibration shall be documented;
  - c. Establish, document, and maintain calibration procedures, including details of equipment type, identification number, location, frequency of checks, check method, acceptance criteria, and the action to be taken when results are unsatisfactory;
  - d. Ensure that the inspection, measuring, and test equipment is capable of the accuracy and precision necessary:
  - e. Identify inspection, measuring, and test equipment with a suitable indicator or approved identification record to show the calibration status;
  - f. Maintain calibration records for inspection, measuring and test equipment (see 4.16);
  - g. Assess and document the validity of previous inspection and test results when inspection, measuring, and test equipment is found to be out of calibration;
  - h. Ensure that the environmental conditions are suitable for the calibrations, inspections, measurements, and tests being carried out;
  - i. Ensure that the handling, preservation, and storage of inspection, measuring, and test equipment is such that the accuracy and fitness for use is maintained:
  - j. Safeguard inspection, measuring, and test facilities, including both test hardware and test software, from adjustments that would invalidate the calibration setting.

Where test hardware (e.g., jigs, fixtures, templates, patterns) or test software is used as suitable firms of inspection, they shall be checked to prove that they are capable of verifying the acceptability of product prior to release for use during production and installation and shall be rechecked at prescribed intervals.

It is our policy to establish the extent and frequency of such checks and shall maintain records as evidence of control (see 4.16).

Measurement design data shall be made available, when required by the purchaser or his representative, for verification that it is functionally adequate.

#### **4.12 Inspection and Test Status**

At Kurtus Technologies, we perform many tests on our product.

Potential problems concerning testing include:

- Missed tests
- Incomplete documentation of test results
- Duplication of efforts
- Missed inspections of tests

We believe the way to prevent those problems is to adhere to the ISO 9001 section 4.12 standard on Inspection and Test Status.

We believe it is important to keep records of those tests. This is to ensure the tests were done correctly, to use as reference, to verify the completion of the tests, and use in case of audits, and to issue for statistical studies.

We believe that effective recording of inspection and test status will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

Thus, it is the policy of this company to:

1. Always identify the inspection and test status of our product by using markings, authorized stamps, tags, labels, routing cards, inspection records, test software, physical location, or other suitable means, which indicate the conformance or nonconformance of the product with regard to inspection and tests performed.
2. Maintain the identification of inspection and test status, as necessary, throughout production and installation of the product. It is our policy to do this to ensure that only the product that has passed the required inspections and tests is dispatched, used, or installed.
3. Keep records to identify the inspection authority responsible for the release of conforming product (see 4.16).

### ***Beliefs***

We believe it is important to keep records of those tests. This is to ensure the tests were done correctly, to use as reference, to verify the completion of the tests, and use in case of audits, and to sue for statistical studies.

We believe that effective recording of inspection and test status will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.12 standard on Inspection and Test Status, as follows:

1. In order to avoid duplication of efforts or missed inspections or tests, it is our policy to always identify the inspection and test status of our product by using markings, authorized stamps, tags, labels, routing cards, inspection records, test software, physical location, or other suitable means, which indicate the conformance or nonconformance of the product with regard to inspection and tests performed.
2. It is our policy to maintain the identification of inspection and test status , as necessary, throughout production and installation of the product. It is our policy to do this to ensure that only the product that has passed the required inspections and tests is dispatched, used, or installed.
3. It is our policy to keep records to identify the inspection authority responsible for the release of conforming product (see 4.16).

**4.13 Control of Nonconforming Product**

At Kurtus Technologies, even though we normally make high quality products that fulfill the customer's specifications, it is possible some items do not conform to specification. These are called nonconforming product.

***Beliefs***

We believe it is important to control parts, supplies, and products that do not conform to specification. This is to avoid the risk of having those items improperly used in their final product.

We believe that effective control of nonconforming product will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.7 standard on Control of Nonconforming Product, as follows:

1. In order to avoid using product that does not conform to specified requirements, it is our policy to always ensure that such nonconforming product is prevented from inadvertent use or installation.
2. It is our policy to use and maintain Procedure 4.13, explaining what we do to ensure that product that does not conform to specified requirements is prevented from inadvertent use or installation.
3. Our control provides for identification, documentation, evaluation, segregation when practical, disposition of nonconforming product, and for notification to the functions concerned.

#### **4.13.1 Nonconformity Review and Disposition**

1. In order to make sure there is someone responsible for controlling non-conformities, it is our policy to always define the people responsible for review and who have authority for the disposition of nonconforming products.
2. Nonconforming product shall be reviewed in accordance with documented procedures.

It may be:

- a) Reworked to meet the specified requirements, or
- b) Accepted with or without repair by concession, or
- c) Re-graded for alternative applications, or
- d) Rejected or scrapped.

Where required by the contract, the proposed use or repair of product (see 4.13.1.b) which does not conform to specified requirements shall be reported for concession to the purchaser or the purchaser's representative.

The description of nonconformity that has been accepted, and of repairs, shall be recorded to denote the actual condition (see 4.16).

Repaired and reworked product shall be re-inspected in accordance with documented procedures.

#### **4.14 Corrective Action**

At Kurtus Technologies, it is possible that mistakes or problem areas can be found among our processes.

##### ***Beliefs***

We believe it is important to take corrective action on any mistakes and formalize an action to correct problem areas. This is to avoid the risk of having those problems repeat or grow.

We believe that effective corrective action will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

##### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.14 standard on Corrective Action, as follows:

1. In order to avoid recurrence of problems, it is our policy to always:
  - a) Investigate the cause of nonconforming product and the corrective action needed to prevent recurrence;

- b) Analyze all processes, work operations concessions, quality records, service reports, and customer complaints to detect and eliminate potential causes of nonconforming product;
  - c) Initiate preventative actions to deal with problems to a level corresponding to the risks encountered;
  - d) Apply controls to ensure that corrective actions are taken and that they are effective;
  - e) Implement and record changes in procedures resulting from corrective action.
2. It is also our policy to always use, document and maintain Procedure 4.14 for:
- a) Investigating the cause of nonconforming product and the corrective action needed to prevent recurrence;
  - b) Analyzing all processes, work operations concessions, quality records, service reports, and customer complaints to detect and eliminate potential causes of nonconforming product;
  - c) Initiating preventative actions to deal with problems to a level corresponding to the risks encountered;
  - d) Applying controls to ensure that corrective actions are taken and that they are effective;
  - e) Implementing and recording changes in procedures resulting from corrective action.

## **4.15 Handling, Storage, Packaging, and Delivery**

At Kurtus Technologies, we handle, store, package, and deliver numerous product.

### ***Beliefs***

We believe it is important to take care in handling, storing, packaging, and delivering product. This is to avoid the risk of damaged or lost goods.

We believe that effective handling, storage, packaging, and delivery will result in reduced costs by helping to eliminate damaged or lost goods and wasted effort and material in replacing those goods. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.15 standard on Handling, Storage, Packaging, and Delivery, as follows:

#### **4.15.1 General**

It is our policy to always use and maintain Procedure 4.15 for handling, storage, packaging, and delivery of product.

#### **4.15.2 Handling**

In order to ensure delivery of a product in the same condition we received it, it is our policy to always provide methods and means of handling that prevent damage or deterioration.

### **4.15.3 Storage**

1. In order to prevent damage or deterioration of product, it is our policy to always provide secure storage areas or stock rooms pending use, or delivery. Appropriate methods for authorizing receipt and the dispatch to and from such areas shall be stipulated.
2. In order to detect deterioration, it is our policy to always assess the condition of product in stock at appropriate intervals.

### **4.15.4 Packaging**

It is our policy to control packing, preservation, and marking processes (including materials used) to the extent necessary to ensure conformance to specified requirements and shall identify, preserve, and segregate all product from the time of receipt until the supplier's responsibility ceases.

### **4.15.5 Delivery**

1. In order to assure an undamaged product is delivered, it is our policy to always arrange for the protection of the quality of product after final inspection and test.
2. It is also our policy, where contractually specified, to extend this protection to include deliver to destination.

## **4.16 Quality Records**

At Kurtus Technologies, we perform various tests, checks, and such on our products.

### ***Beliefs***

We believe it is important to keep records that document and verify the quality (adherence to specification and contract) of our product. This is to make sure we deliver quality product, as well satisfy customer expectations.

We believe that effective quality records will result in reduced costs by helping eliminate wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.16 standard for Quality Records, as follows:

1. In order to demonstrate the achievement of the required product quality, it is our policy to establish and maintain quality records. This also verifies the effective operation of our quality management system. We include pertinent subcontractor quality records as an element of these data. All quality records are legible and identifiable to the product involved.

2. It is our policy to use Procedure 4.16 to explain how we identify, collect, index, file, store, maintain, and perform disposition of our quality records.
3. It is our policy to store and maintain our quality records in such a way that they are readily retrievable. They are stored in facilities that provide a suitable environment to minimize deterioration or damage and to prevent possible loss, as per Paragraph 4.xx on Storage.
4. It is our policy to establish and record retention times of our quality records.
5. It is our policy, where agreed contractually, to make our quality records available for evaluation by the purchaser or the purchaser's representative for an agreed period.
6. It is our policy to have records stored by the department that is responsible for their establishment.

#### **4.17 Internal Quality Audits**

At Kurtus Technologies, we use a system of policies and procedures for our management and workers to follow.

##### ***Beliefs***

We believe it is important that we regularly check or audit our quality system to make sure everyone is following company policy, procedures, and work instructions. This is done in order to avoid risk of losing control of our quality system operations.

We believe that effective internal quality audits will result in reduced costs by helping to eliminate wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

##### ***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.17 standard for Internal Quality Audits, as follows:

1. In order to verify that our quality activities comply with planned arrangements and also to determine the effectiveness of the quality system, it is our policy to always carry out a comprehensive system of planned and documented internal quality audits.
2. In order to make sure we take care of important business first, it is our policy to schedule audits on the basis of the status and importance of the activity.
3. It is also our policy to carry out the audits and follow-up actions in accordance with documented Procedure 4.17.

4. In order to make sure we respond to the results of the audits, it is our policy to always document the results of the audits and bring them to the attention of the personnel having responsibility in the area audited.
5. In order to make the audits effective and worthwhile, it is our policy that the management personnel responsible for the area always take timely corrective action on the deficiencies found by the audit (see 4.1.3).

## **4.18 Training**

At Kurtus Technologies, specific skills are required to perform each job.. Also, new technologies and methods are constantly being introduced and used.

### ***Beliefs***

We believe it is important for employees to be properly trained to do their jobs in an ever-changing environment. This is to avoid the risk of having jobs done incorrectly or in an incomplete or obsolete manner.

We believe that effective training of our personnel will result in reduced costs by helping eliminate wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

### ***Policy***

Thus, it is the policy of this company to follow the ISO 9001 section 4.18 standard on Training, as follows:

1. In order to keep our personnel properly trained for their jobs, it is our policy to always identify the training needs and provide for the training of all personnel performing activities affecting quality.
  - By training needs we mean certified education and/or on-the-job training required for a specific job description. By activities affecting quality we mean those job duties that affect the quality of the products we make and deliver. Every activity in our business affects quality.
  - Personnel performing specific assigned tasks are qualified on the basis of appropriate education, training, and/or experience, as required.
2. It is our policy to maintain Procedure 4.18 for identifying those training needs and for providing for that training.
3. It is our also policy to maintain appropriate records of the training (see 4.16).

## **4.19 Servicing**

At Kurtus Technologies, the products we deliver may occasionally need servicing.

***Beliefs***

We believe it is important to provide support for the products we sell. This is to avoid the risk of unhappy customers and product returns.

We believe that effective servicing of our products after delivery will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

(Even when not stated in the contract, some form of product service is expected. When it goes beyond what is expected, the customer can be delighted.)

***Policy***

Thus, it is the policy of this company to follow the ISO 9001 section 4.19 standard on Servicing, as follows:

1. In order to keep our customers satisfied, it is our policy to always perform servicing that meets the specified requirements, where servicing is specified in the contract.
2. Where servicing is specified in the contract, we maintain Procedure 4.19 for performing and verifying that servicing meets the specified requirements.

**4.20 Statistical Techniques**

At Kurtus Technologies, we have various repetitive processes used in the manufacture of our product.

***Beliefs***

We believe it is important to use statistical techniques to measure and validate our processes and to make sure our product characteristics are as stated. This is to avoid the risk of having incorrect information on our product's quality and on the effectiveness of its work processes.

We believe that effective use of statistical techniques will result in reduced costs due to eliminating wasted effort and material. It will also ultimately result in increased business due to customer satisfaction from getting expected goods and services.

***Policy***

Thus, it is the policy of this company to adhere to the ISO 9001 section 4.20 standard on Statistical Techniques, as follows:

1. In order to verify the acceptability of our process capability and our product characteristics, it is our policy to always use adequate statistical techniques.

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2. It is the policy of this company to use Procedure 4.20 for identifying those adequate statistical techniques required for verifying the acceptability of our process capability and our product characteristics.