

## **8.0 Measurement, Analysis and Improvement**

### **8.1 General**

It is our policy to plan and implement monitoring, measurement, analysis and improvement processes needed:

- to demonstrate conformity of the product
- to ensure conformity of the quality management system
- to continually improve the effectiveness of the quality management system

We include determination of applicable methods, including statistical techniques when required by contract, and the extent of their use.

The Quality function is responsible and has the authority for measurement, analysis and improvement activities.

Reference: Management System Procedure # MSP-08

### **8.2 Monitoring and Measurement**

It is our policy to ensure that measurements of the performance of the quality management system, we monitor information relating to customer perception as to whether the organization has met customer requirements.

We apply suitable methods for monitoring and, where applicable, measurement of the quality management system processes.

These methods demonstrate the ability of the processes to achieve planned results.

When planned results are not achieved, correction and corrective action is taken, as appropriate, to ensure conformity of the product.

We monitor and measure the characteristics of the product to verify that product requirements have been met. This is carried out at appropriate stages of the product realization process in accordance with the planned arrangements.

Evidence of conformity with the acceptance criteria is maintained.

We ensure that product release and service delivery does not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

The Quality and Operations functions are responsible and have the authority for monitoring and measurement activities.

Reference: Management System Procedure # MSP-07

### **8.3 Control of Nonconforming Product**

It is our policy to ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. We ensure the controls and related responsibilities and authorities for dealing with nonconforming products are defined.

We deal with nonconforming product by one or more of the following ways:

- by taking action to eliminate the detected nonconformity
- by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, the customer
- by taking action to preclude its original intended use or application

When nonconforming product is corrected, it is subject to re-verification to demonstrate conformity to the requirements. When nonconforming product is detected after delivery or use has started, we take appropriate action.

We ensure that nonconforming raw materials, finished goods, or customer returns are identified by product and source, documented and segregated to prevent unintentional usage within our process. We ensure that disposition is timely and properly authorized, and that the customer is contacted prior to granting a product waiver, when necessary.

The Quality and Operations functions are responsible and have the authority for control of nonconforming product activities.

Reference: Management System Procedure # MSP-08

### **8.4 Analysis of Data**

It is our policy to determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system, and evaluate where continual improvement of the effectiveness of the system can be made.

This includes data generated as a result of monitoring and measurement, and from other relevant sources. The analysis of data shall provide information relating to:

- customer satisfaction
- conformity to product requirements
- characteristics and trends of processes and products, including opportunities for preventive action and suppliers.

We ensure that data driven decisions are made concerning conformity to product requirements, process trends, customer satisfaction, and supplier relationships. We ensure that we measure and minimize process variation.

The Quality and Operations functions are responsible and have the authority for analysis of data activities.

Reference: Management System Procedure # MSP-07

## **8.5 Improvement**

It is our policy to continually improve the effectiveness of the quality management system through use of the quality policy, quality objectives, inspection activities, analysis of data, corrective and preventive actions and management reviews.

We ensure action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. A documented procedure has been established to define requirements for:

- reviewing nonconformities [including customer complaints]
- determining the causes of nonconformities
- evaluating the need for action to ensure that nonconformities do not recur
- determining and implementing action needed
- records of the results of action taken and reviewing corrective action taken in order to determine effectiveness in eliminating the nonconformance

We determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems. A documented procedure has been established to define requirements for:

- determining potential nonconformities and their causes
- evaluating the need for action to prevent occurrence of nonconformities
- determining and implementing action needed
- records of results of action taken and reviewing preventive action taken in order to determine the effectiveness in prevention of the potential non-conformance.

We encourage our employees to identify opportunities for quality and productivity improvements. Various techniques for improvements are made available through training.

The Quality and Operations functions are responsible and have the authority for improvement activities.

Reference: Management System Procedure # MSP-07