



ENPOINTESM

ISO 9001:2015

Quality Management System

Manual

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07/2022

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Quality Systems Manual Revision Index

Revision #	Document Revision Date	Description of Change	Approval(s)
000	06/25/2015	Initial Release	Troy Bauer Kathy Osterberg
001	8/2015	Removed Creative from scope on pg 4 Removed image of org chart and added verbiage on where to find the org chart on pg 5 Added exclusion verbiage, removed image of certificate, and added verbiage of where to find the certificate on pg 7 Removed Creative from list of products on pg 7 Bolded the Quality Policy on pg 12	Troy Bauer Kathy Osterberg
002	03/27/17	Saved as .docx format. Removed password protection (could not remember/find password) and reset new password protection for editing of document. Sent Troy the password via email.	Kathy Osterberg
003	8/2017	Revised to 9001:2015 standard	Kathy Osterberg
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005	06/2021	Added line to section 4.3 to exclude the agency in the scope	Kathy Osterberg
006	07/2022	Change frequency of management review, removed reference to agency, grammar and syntax repair	Dean Milinkovich

TABLE OF CONTENTS

Table of Contents	4
Introduction	6
Section 1: Scope.....	7
Section 2: Normative References.....	7
Section 3: Terms and Definitions.....	7
3.1 QMS Definitions and Terms	7
Section 4: Context of the Organization.....	10
4.1 Understanding Organization and its Context.....	10
4.2 Understanding the needs and Expectations of Interested Parties	10
4.3 Determining the Scope of the Quality Management System	10
4.4 Quality Management System and its Processes.....	12
Section 5: Leadership	12
5.1 Leadership and commitment	12
5.2 Quality policy	13
5.3 Organizational Roles, responsibilities and authorities.....	13
Section 6: Quality Management System Planning	13
6.1 Actions to Address Risks and Opportunities	13
6.2 Quality Objectives and planning to achieve them	14
6.3 Planning of changes	14
Section 7: Support	14
7.1 Resources.....	14
7.2 Competence	16
7.3 Awareness	17
7.4 Communication.....	17
7.5 Documented Information	17
Section 8: Operation	18
8.1 Operational planning and control	18

8.2 Requirements for products and services	18
8.3 Design and development of products and services.....	19
8.4 Control of externally provided products and services.....	19
8.5 Production and service provision	20
8.6 Release of products and services	21
8.7 Control of nonconforming outputs	21
Section 9: Performance evaluation.....	22
9.1 Monitoring, measurement, analysis and evaluation	22
9.2 Internal audit.....	22
9.3 Management review	23
Section 10: Improvement.....	24
10.1 General.....	24
10.2 Nonconformity and corrective action	24
10.3 Continual improvement.....	24

INTRODUCTION

The company has developed and implemented the Quality Management System (QMS) to improve the overall performance and provide a sound basis for sustainable development initiatives. Also, the purpose of the QMS is:

- the ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements;
- facilitating opportunities to enhance customer satisfaction;
- addressing risks and opportunities associated with its context and objectives;
- the ability to demonstrate conformity to specified QMS requirements.

This QMS complies with the requirements of ISO 9001:2015 standard.

The purpose of the Quality Management System Manual is to define and describe the QMS, to define the responsibility and authority of the management personnel involved in the operation of the system, and to provide a general description of the requirements of the standard as they apply to the company.

The manual is divided into ten sections that correlate to the QMS clauses of the ISO 9001:2015 standard.

This manual describes the QMS, delineates authorities, inter relationships and responsibilities of the personnel responsible for performing within the system. The manual also provides procedures or references for all activities comprising the QMS to ensure compliance to the necessary requirements of the standard.

This manual is used internally to guide the company's employees through the various requirements of the ISO 9001:2015 standard that must be met and maintained to ensure interested parties' satisfaction, continuous improvement and provide the necessary instructions that create an empowered work force.

This manual is used externally to introduce our QMS to our customers and other external organizations or individuals. The manual is used to familiarize them with the controls that have been implemented and to assure them that the integrity of the QMS is maintained and focused on interested parties' satisfaction and continuous improvement.

SECTION 1: SCOPE

The manual outlines the policies, procedures, and requirements of the QMS. The system is structured to comply with the requirements of the International Standard ISO 9001:2015.

The company shall be referred to in this document as either the company or the organization.

It is emphasized that the QMS requirements specified in this standard are complimentary (not alternative) to contractual law and regulatory requirements.

SECTION 2: NORMATIVE REFERENCES

The following documents were used as reference during the preparation of the QMS:

- International Standard ISO 9000:2015 Quality management systems- Fundamentals and vocabulary
- International Standard ISO 9001:2015 Quality Management systems – requirements

SECTION 3: TERMS AND DEFINITIONS

3.1 QMS DEFINITIONS AND TERMS

Audit – systematic, independent, and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.

Audit program - set of one or more audits planned for a specific time frame and directed towards a specific purpose.

Audit criteria - set of policies, documented information or requirements used as a reference against which audit evidence is compared.

Approved Suppliers List – a list of suppliers of materials or services which have been successfully audited by the company as certified to supply on contracts specifying the quality standards within this manual.

Calibration – comparison of two instruments, measuring devices or standards, one of which is known as accuracy. It is carried out to detect, correlate, report, or eliminate by adjustments any variation in accuracy of the instrument or measuring device.

Competence - ability to apply knowledge and skills to achieve intended results

Component – any distinct property or attribute of a product, process or service that can be described or measured to determine conformity or nonconformity to specific requirements.

Context of the organization - business environment combination of internal and external factors and conditions that can influence an organization's approach to its products, services and investments and interested parties.

Contract – the written covenant and other documents agreed to and legally binding between customer and supplier, which specify requirements and conditions that must be met to successfully complete the work.

Conformity - fulfilment of a requirement.

Correction - action to eliminate a detected nonconformity.

Corrective action – action to eliminate the cause of a detected nonconformity or other undesirable situation.

Customer – the organization or its representative issuing a contract or request for procuring products or services.

Customer Representative – The people appointed by the customer to survey and verify the quality of the supplier's work.

Customer owned property – any materials, accessories, manuals, drawings, computers, software, shipping containers that belong to a customer.

Customer satisfaction - customer's perception of the degree to which the customer's expectations have been fulfilled.

Defect - nonconformity related to an intended or specified use.

Disposition – an action to determine whether production process and quality assurance programs can produce a quality product or providing a quality service and generating evidence that supports decisions of acceptability.

Documented information - information required to be controlled and maintained by an organization and the medium on which it is contained.

Effectiveness - extent to which planned activities are realized and planned results achieved.

Improvement - activity to enhance performance.

Inspection – the examination, measurement and testing of characteristics of the products or services to determine acceptability.

Involvement - engagement in, and contribution to, shared objectives.

Interested party - person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

Infrastructure - system of facilities, equipment and services needed for the operation of an organization.

Job – an identifiable collection of products, quantity of material, or a single type, grade, class, size, or composition produced in the same facility under essentially the same conditions and at essentially the same time.

Management - coordinated activities to direct and control an organization.

Measurement - process to determine a value.

Monitoring - determining the status of a system, a process, or an activity.

Non-conformity – a deficiency in any component, documentation or procedure which renders the quality of a product or service unacceptable or indeterminate or not according to specified requirements.

Examples of non-conformity are: physical or visual defects, test failures, inadequate documentation, and deviations from prescribed processing or from any other part of program.

Outsource - arrange where an external organization performs part of an organization's function or process.

Performance - measurable result.

Process - set of interrelated or interacting activities, which transforms inputs into outputs.

Production – all activities involved in the fabrication, assembly, construction, and erection of products to specified requirements.

Strategy - planned activities to achieve an objective.

Supplier provider - person or organization that provides a product or a service.

Validation - confirmation, through the provision of objective evidence, that the requirements for a specific intended use or application have been fulfilled.

Verification - confirmation, through the provision of objective evidence, that specified requirements have been fulfilled.

Quality - degree to which a set of inherent characteristics of an object fulfils requirements.

Quality Assurance – all those planned and systematic actions needed to provide adequate confidence to the customer that the products or services will satisfy specified requirements

Quality policy – overall intentions and direction of an organization related to quality as formally expressed by top management.

QMS (Quality Management System) – the combination of processes, documents, procedures, and records that are in place to meet our quality standards and the ISO requirements.

Requirement - need or expectation that is stated, generally implied or obligatory.

Regulatory Authority – the Federal, Provincial, Territorial, or Municipal agency having the lawful right and power to interrupt the law and exercise authority.

Risk - effect of uncertainty on the expected result.

SECTION 4: CONTEXT OF THE ORGANIZATION

4.1 UNDERSTANDING ORGANIZATION AND ITS CONTEXT

The company's leadership team defines the context of the organization as a set of internal issues (internal context) and external issues (external context) that are relevant to the Organization's objectives and strategic direction that affects their ability to achieve planned results.

The way the leadership team monitors and reviews the context of the organization are completed through weekly and monthly Executive Management meetings, quarterly QMS Management reviews, and scheduled Strategic Planning meetings.

4.2 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

The company's leadership team defines the needs and expectations of interested parties that are relevant to the Organization's ability to achieve planned results.

Activities to monitor and review the needs and expectations of the interested parties are completed through the Executive Management weekly and monthly review meetings, quarterly QMS Management reviews and scheduled strategic planning meetings.

The next 5 steps within the strategic planning process that fulfill this requirement are:

1. Critical Issues Analysis
2. Long Term Objectives
3. Key Results Areas
4. Profit/Loss Assumptions- Return on Investments
5. Follow-up Analysis

4.3 DETERMINING THE SCOPE OF THE QUALITY MANAGEMENT SYSTEM

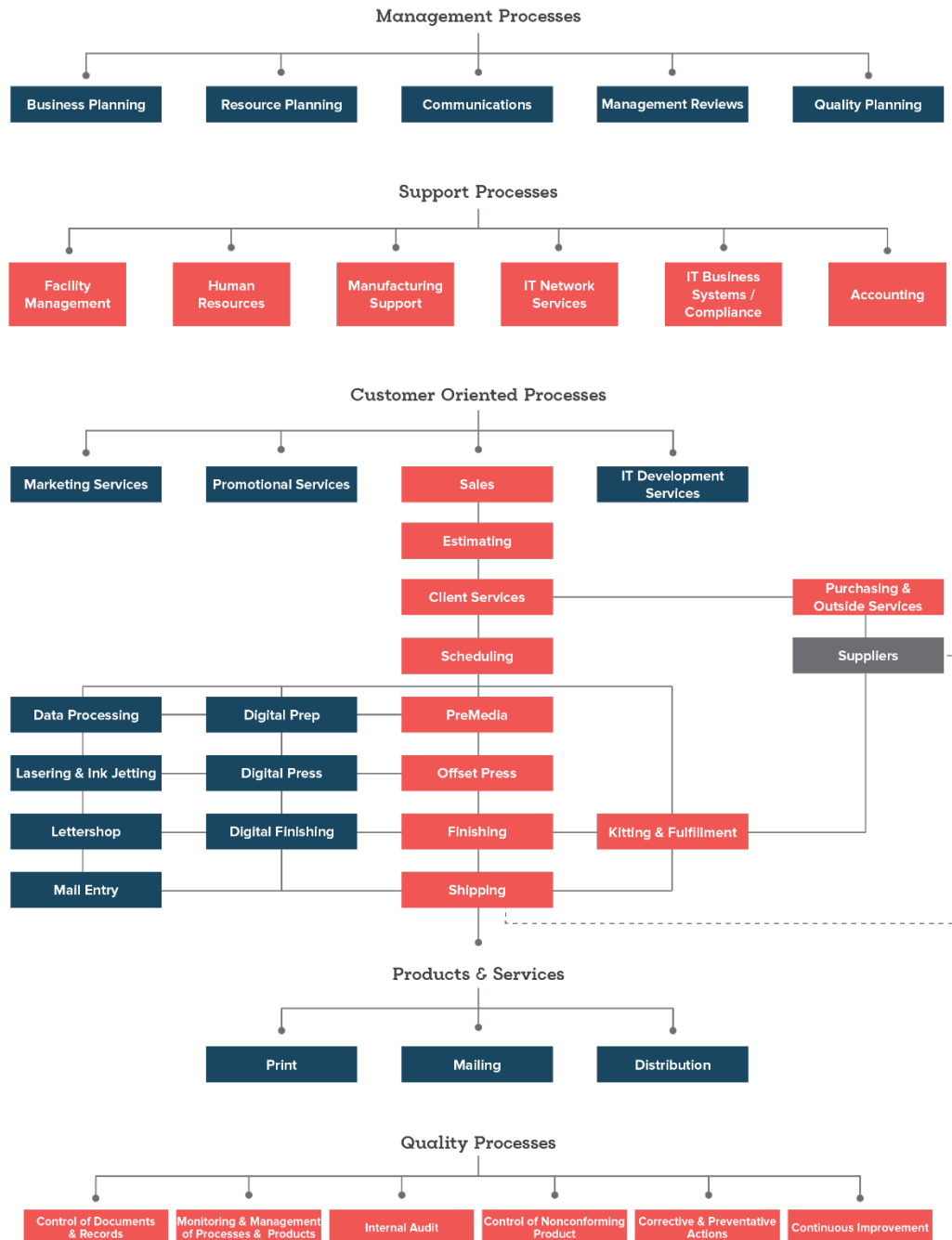
The company's quality management system covers the processes associated with the products and services for both facilities, which include Print, Mailing and Distribution.

- **Brooklyn Park Campus**
 - Located at 6845 Winnetka Circle Minneapolis, Minnesota 55428-1537 and includes Print, Mailing, and Distribution
- **St. Paul Campus**
 - Located at 1280 Energy Park Drive St. Paul, Minnesota 55108-5106 and includes Print along with additional manufacturing support processes for Mailing

BUSINESS MAP

PROCESSES REPRESENTED
IN BROOKLYN PARK

PROCESSES REPRESENTED
AT BOTH FACILITIES



Where the company chooses to out-source any process that affects product conformity with requirements, the company ensures control over such processes.

Exclusion: ISO 9001:2015, clause 8.3 Design and Development of products and services.

Justification: The company does not offer any products or services that are not defined by customer requirements.

Exclusion: ISO 9001:2015, clause 8.5.1.f, validation of processes for production and service.

Justification: The company can verify the output of product through measurements, fit checks, and visual inspections.

4.4 QUALITY MANAGEMENT SYSTEM AND ITS PROCESSES

4.4.1 ESTABLISH, IMPLEMENT, MAINTAIN, AND IMPROVE THE QMS

The company's quality management system is comprised of several processes which interact with each other to ensure client's needs are being met. Some of these processes include SOPs, job descriptions, controlled forms and records, the Print Stream ERP system, company intranet, management reviews, auditing, training, skills matrix, SOWs, Continuous Improvement boards and others. Department managers work together to continually improve the quality management system using rework reduction goals, corrective action efforts and general management of their departments.

4.4.2 MAINTAIN & RETAIN DOCUMENTATION

Defined in SOP – QS002 & SOP – QS003.

SECTION 5: LEADERSHIP

5.1 LEADERSHIP AND COMMITMENT

5.1.1 GENERAL

Executive management provides evidence of commitment to the use of the QMS by addressing employees regarding the importance of meeting customer, statutory and regulatory requirements. This is achieved through the employee intranet, new employee training, company-wide emails, letters, meetings, and personal interaction. Executive management has established measurable quality objectives for the company including on-time delivery and rework reduction and conducts quarterly reviews of the quality management system. Executive management evaluates resource needs and allocates resources, during management reviews and other times as needed, based on customer and regulatory requirements, organizational priorities, and the current business environment. Resources needed to fulfill the requirements for customer orders are determined and evaluated prior to order acceptance. These resources include but are not limited to: staffing, processes, materials, schedule (time), special approvals, special tooling and equipment.

5.1.2 CUSTOMER FOCUS

The company's executive management is very active in many different peer, industry, and trade groups with the aim of increasing our understanding of the needs of our customers. They meet frequently to determine and address any issues that can affect customer satisfaction.

5.2 QUALITY POLICY

5.2.1 ESTABLISHING THE QUALITY POLICY

Executive management has established the following quality policy:

We provide full-service marketing programs from concept to completion. We listen to our customers and adapt to their changing needs. We continuously improve our systems and processes to be able to produce the highest quality products and services.

Our commitment to continuous improvement ensures company growth, opportunities for our employees, and creation of value for our customers.

Executive management ensures the quality policy supports the strategic direction and is appropriate to the purpose and context of our company. It provides a framework for setting quality objectives, satisfies applicable requirements and shows a commitment to continual improvement.

5.2.2 COMMUNICATING THE QUALITY POLICY

The Quality Policy is communicated through new employee orientation, new employee training, the employee intranet, a reminder card and is available to relevant interested parties upon request. Understanding within the company is assessed during the internal audit process.

5.3 ORGANIZATIONAL ROLES, RESPONSIBILITIES AND AUTHORITIES

The company maintains company-wide job descriptions to ensure responsibilities and authorities are defined and understood. Department specific intranet pages are also maintained to communicate the organizational structure.

The company has appointed the Quality Manager as the Management Representative responsible for the execution and performance of the quality management system.

SECTION 6: QUALITY MANAGEMENT SYSTEM PLANNING

6.1 ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES

6.1.1 DETERMINING RISKS AND OPPORTUNITIES

The company's leadership addresses risks and opportunities that are relevant to the Organization's objectives and strategic directions that affect the Organization's ability to achieve planned results.

The way the leadership team monitors and reviews the risks and opportunities are completed through weekly and monthly Executive Management review meetings, quarterly QMS Management reviews, and scheduled Strategic Planning meetings.

The use of Continuous Improvement boards is also a tool used by management to address risks and opportunities within the QMS.

6.1.2 PLANNING & EVALUATING EFFECTIVENESS

The company's leadership addresses planning and evaluating effectiveness of the actions to address the risks and opportunities that are relevant to the Organization's objectives and strategic directions that affect the Organization's ability to achieve planned results.

Activities to monitor and review the planning and evaluating the effectiveness are completed through the Executive Management weekly and monthly review meetings, quarterly QMS Management reviews, and scheduled strategic planning meetings.

The next 5 steps within the strategic planning process that fulfill this requirement are:

1. Critical Issues Analysis
2. Long Term Objectives
3. Key Results Areas
4. Profit/Loss Assumptions- Return on Investments
5. Follow-up Analysis

The use of Continuous Improvement boards is also a tool used by management to address risks and opportunities within the QMS.

6.2 QUALITY OBJECTIVES AND PLANNING TO ACHIEVE THEM

6.2.1 ESTABLISH QUALITY OBJECTIVES

Executive management has established measurable quality objectives for the company including **on-time delivery** and **rework reduction**. Mid and top-level management goals regarding these objectives are set each year and are communicated through department meetings, continuous improvement boards and the company intranet.

6.2.2 PLANNING FOR ACHIEVEMENT

Plans for achieving quality objectives are reviewed frequently throughout the year through continuous improvement board reviews and monthly quality scorecards.

6.3 PLANNING OF CHANGES

The department managers are responsible for changes made to the quality management system. Potential changes are reviewed with the quality manager to retain the integrity of the QMS, set priorities and ensure that appropriate resources are available.

SECTION 7: SUPPORT

7.1 RESOURCES

7.1.1 GENERAL

The company determines and provides the human and facility resources needed to implement and maintain the quality management system and continually improve its effectiveness and to enhance customer satisfaction by meeting customer requirements. Resource needs are discussed during management review.

7.1.2 PEOPLE

Personnel performing work affecting conformity to product requirements are deemed competent based on appropriate education, training, skills and experience. Competence requirements for personnel are listed below in 7.2. Human Resources and Department managers are responsible for assessing competence.

7.1.3 INFRASTRUCTURE

The company determines, provides, and maintains the infrastructure needed to achieve conformity to product requirements.

Through Business Planning and Capital Asset Management processes, the company determines needs, provides resources, and maintains exceptional facilities.

The company equips its facilities with proven technology that is thoughtfully researched before installation. Planning includes capacity, capability, safety, environmental impact, workflow, training, and contingencies in case of an outage.

Transportation systems include the company's owned trucks and utilization of common carriers, UPS, and Federal Express services.

The company supports its facilities and equipment with an in-house maintenance department, security systems, a fully staffed information technologies department and a team of building service specialists. The Trackit system documents the status and resolution of requests such as building and equipment maintenance and IT issues.

7.1.4 ENVIRONMENT FOR THE OPERATION PROCESSES

The company determines and manages the work environment needed to achieve conformity to product requirements.

The work environment provided includes: leadership, training, safe and clean working conditions, facility and data security, environmental and social responsibility, and compliance with all federal, state, and local statutory and regulatory requirements determined by **employee manual, MSDS and OSHA standards**. These are maintained through safety audits and continuous improvement board follow-up.

More information can be found through the company's employee Intranet

- Campus Connections
- Human Resources
- Safety and Security
- ISO (Quality Management Systems)
- IT and Maintenance Support

- Job Openings

7.1.5 MONITORING AND MEASURING RESOURCES

7.1.5.1 GENERAL

The company's SOPs, job ticket and/or SOWs identify requirements for product conformity and the needed equipment for monitoring and measurement to provide evidence of conformity to determined requirements.

The company's monitoring and measurement is performed in-process and is carried out in a manner that is consistent with the monitoring and measurement requirements established in department SOPs and job tickets.

7.1.5.2 MEASUREMENT TRACEABILITY

To ensure valid results, measuring equipment is:

- calibrated or verified, or both, at specified intervals according to the Master List of Calibration, or prior to use (New), against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification is recorded,
- adjust or re-adjust as necessary,
- apply a label to communicate its calibration status,
- safeguarded from adjustments that would invalidate the measurement result,
- protected from damage and deterioration during handling, maintenance, and storage.

The company outsources most calibration activities. Requirements for traceability are specified on the purchase order for the calibration service.

The company software used in production equipment is not calibrated because calibrated equipment is used to measure the result.

7.1.6 ORGANIZATIONAL KNOWLEDGE

The company determines the knowledge necessary for the operations of its processes using department job descriptions. The Training Matrix is a tool for managers to review and evaluate that this knowledge is being maintained. The company also participates in several trade and industry knowledge conferences to stay current with changing needs and trends.

7.2 COMPETENCE

The company:

- determines the necessary competence for personnel performing work affecting conformity to product requirements, (i.e., skills matrix)
- provides training or takes other actions to achieve the necessary competence, including new employee orientation, on-the-job training and correction and employee performance reviews
- evaluates the effectiveness of the actions taken through performance reviews and management interaction with employee,

- ensures that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives using continuous improvement boards, and
- maintains appropriate records of education, training, skills and experience through Human Resources and Department Managers.

Competence requirements for personnel are detailed in the company's Job Descriptions and Skills Matrix. Job specific requirements are expressed in the company's Job Ticket. The foundation for a job description is taken from the respective expectation for the skill, trade or profession and industry experience.

The company provides training opportunities for its employees desiring to upgrade their skills in their present position and for employees who require new skills because of a transfer, promotion, new technology or being recently hired. Employees who are in training situations where their work may affect product quality are overseen by personnel who are qualified to perform those tasks determined by the skills matrix and reviewed by the Department Manager.

7.3 AWARENESS

New employee training includes the relevance and importance of employee activities to both the company's quality policy and quality objectives. This training is verified during the company's internal auditing program.

7.4 COMMUNICATION

The Quality Manager is responsible for communications of the QMS and provides internal communications relevant to the QMS through new employee orientation, via form HR036 – ISO Orientation for New Employees and the company intranet.

External communications relevant to the QMS is done through the company's website on our Certifications and Standards page. Additionally, if specific information is requested by a client, the quality manager has the authority to provide the necessary information.

7.5 DOCUMENTED INFORMATION

7.5.1 GENERAL

The documents that the company deems necessary for the QMS is listed in the master document list or on each department's quality page.

7.5.2 CREATING AND UPDATING

Defined in SOP – QS002 and QS003.

7.5.3 CONTROL OF DOCUMENTED INFORMATION

7.5.3.1 AVAILABLE AND PROTECTED

Defined in SOP – QS002 and QS003.

7.5.3.2 DISTRIBUTION, STORAGE, CONTROL, RETENTION & DISPOSITION

See Form CI030.

SECTION 8: OPERATION

8.1 OPERATIONAL PLANNING AND CONTROL

The company plans and develops the processes needed for product realization through SOPs and job tickets or SOWs which is consistent with the requirements of the other processes of the quality management system.

In planning product realization, the company determines quality objectives and requirements, processes and documents, resources, product acceptance methods and records.

The output of this planning is in a form suitable for the company's method of operations. Planning output includes standard objectives and requirements for products and services and will be found in the appropriate process area SOP, which is controlled electronically on the company's Intranet. Objectives and requirements specific to a job / order / project will be found in the respective Job Ticket, which is controlled as part of the business system software, or included in a Statement of Work (SOW)

The company's Job Jacket or Statement of Work (SOW) and Printstream also acts as the primary record for having met requirements. Other records can also be found within department systems.

The company ensures that outsourced processes are controlled (sec. 8.4).

8.2 REQUIREMENTS FOR PRODUCTS AND SERVICES

8.2.1 CUSTOMER COMMUNICATION

The company effectively communicates with customers in relation to:

- product information,
- enquiries, contracts, or order handling, including amendments, and
- customer feedback, including customer complaints.

The company's Sales and Sales Support team acts as the primary point of contact for all customers. Results of communication are documented in the job ticket/SOW to ensure current and accurate customer requirements.

Customer satisfaction feedback is recorded and managed on the company's intranet.

8.2.2 DETERMINING REQUIREMENTS FOR PRODUCTS AND SERVICE

Requirements specified by the customer are gathered by a Sales and Sales Support Team or IT Services Team, as appropriate per the Inquiry process.

8.2.3 REVIEW OF REQUIREMENTS RELEVANT TO PRODUCTS AND SERVICES

8.2.3.1 CONDUCT REVIEW

The request for estimate, the completed estimate, and the job ticket or statement of work are all reviewed by a Sales or Sales Support representative for the company's capabilities prior to order acceptance. Once the order has been accepted, the job ticket or statement of work is released for development or production.

8.2.3.2 RETAIN DOCUMENTS OF REVIEW

The Print Stream quote/estimate along with forms 158-1030 and/or 158-1031 and SOW serve as the documents of the review.

8.2.4 CHANGES TO REQUIREMENTS FOR PRODUCTS AND SERVICES

When changes are requested, the job ticket is adjusted, and appropriate departments are notified. For IT services jobs, a project request form is generated and distributed, or the use of the company's Track-it system is used.

8.3 DESIGN AND DEVELOPMENT OF PRODUCTS AND SERVICES

This section is an exclusion to our certification because we do not offer any products or services that are not defined by customer requirements.

8.4 CONTROL OF EXTERNALLY PROVIDED PRODUCTS AND SERVICES

8.4.1 GENERAL

The company has two established categories of purchases; major (Capital) and typical (job specific and general supplies and maintenance). Each category includes processes for supplier selection and subsequent controls, and for purchased product or service requirements is included in the Purchasing Department SOP.

Records of the results of evaluations and any necessary actions arising from the evaluation are maintained by the Purchasing Department

8.4.2 TYPE & EXTENT OF CONTROL

The company controls purchasing information through its business system software. Requirements for requisitioning, purchase order processing, and change order processing are defined in Purchasing, Sales, Sales Support, and Promotional Products SOPs. Specific customer requirements regarding the product and delivery would be identified on the job ticket and included on the purchase order.

8.4.3 INFORMATION FOR EXTERNAL PROVIDERS

Communication of requirements to external provider is done through the company's business system software PO system. Verification occurs in the receiving department per the receiving SOP. Any additional customer or company verification will be identified on the PO.

8.5 PRODUCTION AND SERVICE PROVISION

8.5.1 CONTROL OF PRODUCTION AND SERVICE PROVISION

The company plans and carries out production and service provision under controlled conditions. Controlled conditions include, as applicable through job descriptions, the job jacket, job ticket, controlled forms, proofs, samples, SOPs, SOWs, calibrated measuring devices, load tags, and continuous improvement efforts.

Production is responsible for controlling all phases of product and service provision and for maintaining appropriate records.

8.5.2 IDENTIFICATION AND TRACEABILITY

Department SOPs include guidelines for properly identifying products, materials, tooling, and customer provided materials such as electronic files. Identification is referenced to a job number, which is controlled in the company's business system software. The job number serves as a link to the customer design, equipment, crews, materials, any outsourcing, tooling, etc., used for the purposes of traceability as defined in the job ticket.

8.5.3 PROPERTY BELONGING TO CUSTOMERS OR EXTERNAL PROVIDERS

The company exercises care regarding customer or external providers' property. Property includes, supplied product, supplied materials, or anything required by the customer or vendor to be returned at the completion of the project or contract and would be defined in the job ticket.

If any property is lost, damaged, or otherwise found to be unsuitable for use, the company shall report and disposition this per the customer instructions and maintain records using form CI029 - Non-conforming Product control form.

8.5.4 PRESERVATION

Preservation of product at the company takes place to ensure that proofs, customer supplied product and other documents are available for use throughout all phases of a project. This preservation includes control over three activities; control during receipt, control during use, and control during shipment. This is done through department SOPs.

8.5.5 POST-DELIVERY ACTIVITIES

If the product or service is not acceptable to the client after delivery, sales and/or sales support will determine the appropriate post-delivery activity taking into consideration statutory and regulatory requirements, potential consequences, the nature, use and intended lifetime of the product, customer requirements and customer feedback.

8.5.6 CONTROL OF CHANGES

Changes are identified and documented in the job ticket or project request form.

8.6 RELEASE OF PRODUCTS AND SERVICES

The company monitors and measures 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 job ticket and SOPs.

Methods for monitoring and measuring of products include first piece pulls, in-process continuity pulls and load or batch evaluations.

Evidence of conformity with the acceptance criteria is maintained within the department. The company's tagging and labeling procedures, along with its business system software serve as a record indicating the person(s) authorizing release of product.

The release of product and delivery of service to the customer does not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer using the job ticket in the shipping and mailing SOP.

8.7 CONTROL OF NONCONFORMING OUTPUTS

8.7.1 IDENTIFICATION AND CONTROL

The company ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. SOP – QS007 defines the controls and related responsibilities and authorities for dealing with nonconforming product.

The company deals with nonconforming product by taking action to preclude its original intended use or application by one or more of the following ways:

- 1) Return to vendor
- 2) scrap/recycle
- 3) rework
- 4) use as is

By authorizing 'use as is', release, or acceptance under concession by a relevant authority and, where applicable, by the customer is utilized.

When nonconforming product is detected after delivery or use has started, action is taken appropriate to the effects, or potential effects, of the nonconformity.

When nonconforming product is corrected, it is subject to re-verification to demonstrate conformity to the requirements.

Repeated nonconformities are reviewed at the Continuous Improvement boards and by the Quality Manager to determine what countermeasures are needed to eliminate the detected nonconformity.

8.7.2 RETAIN DOCUMENTATION

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, are maintained within the rework and corrective action databases.

SECTION 9: PERFORMANCE EVALUATION

9.1 MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

9.1.1 GENERAL

The company posts results of monitoring and measurement on the QS Continuous Improvement board. The metrics for this board is determined by the VP of Operations, Quality Manager and department leaders and are linked to quality objectives. These methods demonstrate the ability of the processes to achieve planned results.

9.1.2 CUSTOMER SATISFACTION

As one of the measurements of the performance of the quality management system, the company monitors information relating to customer perception through customer meetings and informal feedback as to whether the company has met customer requirements.

Customer satisfaction is monitored by means of the rework database, unsolicited feedback, and solicited feedback and is reviewed at the department and management levels. Comments are reviewed for actions that need to elevate to the corrective action system and reviewed in management review.

9.1.3 ANALYSIS AND EVALUATION

The company determines, collects, and analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to:

- customer satisfaction through sales staff and management review,
- conformity to product requirements through the continuous improvement board and quality scorecard,
- characteristics and trends of processes and products including opportunities for preventive action through the continuous improvement board and
- suppliers through Purchasing SOPs.

Summary of this data analysis is reviewed by means of Management Review

The Quality Manager is responsible for determining the data requirements and for coordinating with other departments to collect and subsequently analyze the data to make improvements.

9.2 INTERNAL AUDIT

9.2.1 CONFORMITY

The company conducts internal audits at planned intervals to determine whether the quality management system conforms to company and ISO standards and is effectively implemented and maintained.

9.2.2 PLANNING, PREPARATION AND CONDUCTING OF THE AUDIT

An audit program has been planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency, and methods are defined. This selection of auditors and conduct of audits ensures objectivity and impartiality of the audit process. Auditors do not audit their own department.

Records of the audits and their results are maintained. The Quality Manager is responsible to oversee the internal auditing system and for maintaining appropriate records.

The management responsible for the area being audited ensures that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results.

9.3 MANAGEMENT REVIEW

9.3.1 GENERAL

The company's top management reviews the quality management system during quarterly QMS Management Reviews to ensure its continuing suitability, adequacy, and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

9.3.2 REVIEW INPUTS

The input to management review includes information on:

- results of audits,
- customer feedback,
- vendor review feedback,
- process performance and product conformity,
- quality objectives and yearly trending,
- non-conformities and corrective actions,
- follow-up actions from previous management reviews,
- changes in external or internal issues that could affect the quality management system, and
- recommendations for improvement.

9.3.3 REVIEW OUTPUTS

The output from the management review is documented and includes:

- opportunities for improvement,
- any need for changes to the Quality Management System, and
- resource needs.

Records from management reviews are maintained by the Quality Manager.

SECTION 10: IMPROVEMENT

10.1 GENERAL

The company continually improves the effectiveness of the quality management system using the quality policy, quality objectives, audit results, analysis of data, continuous improvement board, corrective actions and management review.

10.2 NONCONFORMITY AND CORRECTIVE ACTION

The company takes action to eliminate the cause of nonconformities to prevent their recurrence.

Nonconformities that initiate corrective actions can include:

- Customer complaints,
- Supplier issues
- Internal audit findings
- Management review findings
- Repetitive nonconformities

Corrective actions are appropriate to the effects of the nonconformities encountered.

A documented procedure (SOP – QS008) has been established that defines 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,
- recording and maintaining records of the results of action taken

It is the responsibility of the Quality Manager to ensure that the activities described in this procedure are fully implemented. The Quality Manager, executive team, and department managers are assigned the responsibility of establishing and performing these activities

10.3 CONTINUAL IMPROVEMENT

We pride ourselves with being ahead of the competition. This is one of the driving forces behind our continual improvement culture. We have implemented and enhanced many processes over the years which has enabled us to provide the products and services to our clients in an efficient and quality manner and will continue to do so into the future.