

# **QUALITY ASSURANCE MANUAL**

February 23, 2023

Revision Number: 5

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## **Chamco Industries Ltd.**

8900 Venture Avenue SE  
Calgary, Alberta Canada T3S 0A2

Phone: 403-777-0835

Fax: 403-777-1207

## Quality Management System Authorization

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Chamco Industries Ltd. is committed to ISO 9001 as our Quality Management Standard to better serve our staff and customers through continuous improvement.

Chamco Management shows their commitment to the successful achievement of our quality goals by signing this document:

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**Juanita Allan MBA**

President & COO

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Date

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## 1.0 Scope

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### General

The purpose of this Quality Assurance Manual is to define the Chamco's Quality Management System (QMS) and policies. Chamco has developed and implemented a Quality Management System that meets the ISO 9001:2015 standard.

The Quality Management System provides Chamco with a framework that allows the company to produce quality products and services. All stakeholders' requirements are considered when setting and implementing objectives for quality. Chamco has established methods to measure the effectiveness and efficiency of processes to help prevent and eliminate non-conformities where possible. Data from processes, customer feedback, audits, key customer measurements, corrective and preventive actions is utilized to evaluate the need for changes and improvements to the Quality Management System.

Chamco Industries Ltd. scope of registration is for:

*Supplier and modular packager of pumping and compression equipment.  
Specializing in compression and fluid handling, providing sales, design  
planning, maintenance, installation and fabrication services to energy,  
resource, utility and manufacturing markets.*

In addition to the above scope, CHAMCO adheres to customer specific and regulatory requirements.

## 2.0 Normative References

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The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 9001:2015 Quality Management Systems - Fundamentals and Vocabulary.

## 3.0 Terms and Definitions

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For the purposes of this manual, the terms and definitions given in ISO 9000:2015 will apply.

## 4.0 Context of the Organization

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This Quality Manual describes how Chamco Industries have structured the Quality Management System to meet internal requirements and desired outcomes while addressing the specified requirements of the ISO 9001 standard. This Quality Manual has been structured to align with ISO 9001. The intent of the alignment is to help ensure that our Quality Management System addresses all elements of the standard.

#### 4.1 Understanding the Organization and its Context

Chamco recognizes that both external and internal factors may have an impact on the results of the Quality Management System. These factors may also impact the overall performance of Chamco in producing quality products and services.

Chamco has determined the external factors that may impact the Quality Management System, to include:

- Regulatory/Codes - Increasing regulations will continue to have impact on Chamco business. These may include:
  - OH&S including the resources required to meet regulations.
  - Environmental regulations
  - ABSA
  - Other code requirements
- Market Factors - Chamco's core customer base is in the resource sector. As such practices specific to this market will influence and impact the Company's decisions regarding quality.
- Competitive - The competitive environment plays a significant role in the Company's product and service offering.

Internal factors that may impact the Quality Management System include:

- Contractual relationships with key vendors - Chamco has three (3) key vendors. Maintaining relationships with these vendors is required. The Company's quality system is based upon having its key business partners providing key inputs into the system.
- Organizational knowledge - This would include the ability to hire, train and retain employees in a manner that ensures the sustainability of the Quality Management System.
- Company Systems -Systems provide structure, processes and means of communication. All of these features play a large role in the ability of the organization to maintain and improve the Quality Management System.

In order to ensure that these factors are addressed, Chamco will maintain a process (refer to QM 29) to identify, monitor internal and external issues, both positive and negative, that are relevant to the Quality Management System and have potential impact on the outcome of the system.

It is the responsibility of the Quality Management Representative to ensure that our quality system, as it is documented and implemented, addresses all the elements of the ISO 9001 Standard.

*Reference: Quality Manual, QM 15 - Continual Improvement, QM 11 -Audits*

## 4.2 Understanding the Needs and Expectations of Interested Parties

Interested Parties are groups or individuals that can affect or be affected by Chamco's Quality Management System. Chamco has identified the following interested parties:

Interested Party	How they Affect the QMS	How the QMS Affects them
Customer /End User	Customer Specifications and requirements.	Creates a level of assurance that the products and services purchased with meet generally accepted quality requirements.
Shareholders	Shareholders provide financial investment and strategic direction.	Profitability of the organization and/or growth in the market value of organization.
Management	Management provides leadership, resources and direction.	Increased efficiency of operations, positive reputation, increased profitability.
Employees	Implement the policies and procedures of the QMS to create the product for the end-user.	Provides the systems, structure, skills and shared values to create a positive work environment.
Regulators	Provide additional requirements or standards that must be met during the process of creating the product or for the product itself.	Ability of the organization to meet the standards.
Suppliers	Provide products or inputs into the process that will impact the outcome or end product.	Supplier reputation.

The requirements of interested parties are to be determined when setting and implementing objectives for quality.

The VP Operations, Branch Managers, Department Managers and the Quality Representative will review information regarding the interested parties and their requirements through meetings, Performance Feedback and the Quality Management Review. The Company will make any appropriate change to meet as many of the interested parties requirements as possible understanding that some may be in conflict and not all changes will be possible.

We are committed to ensuring that our products and services adhere to any regulatory or statutory requirements, and all regulatory regulations associated with the products and services provided.

*Reference: Quality Manual, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 28 -Supplier Evaluation & Revaluation, QM 15 - Continual Improvement*

## 4.3 Determining the Scope of the Quality Management System

Chamco has determined the scope and applicability of the Quality Management System. When determining the scope and applicability Chamco considered:

- Internal and external issues referred to in 4.1;
- Requirements of key stakeholders as per 4.2;
- Products and services offered by Chamco.



Chamco shall apply all the requirements of the ISO 9001:2015 Standard if they are applicable within the determined scope of the Quality Management System. The scope of the Quality Management System is documented and has been made available through this Quality Manual.

Chamco Industries Ltd. scope of registration is for:

*Supplier and modular packager of pumping and compression equipment.  
Specializing in compression and fluid handling, providing sales, design  
planning, maintenance, installation and fabrication services to energy,  
resource, utility and manufacturing markets.*

Further Chamco has determined that the following requirements are not applicable to the operations of the company and are documented as such.

**Not Applicable:** ISO 9001:2015 Section 8.3, Design and Development of Products and Services, including all subsections.

**Justification:** Design and Development (8.3) are not specified requirements of customer contracts and Chamco does not perform any of these activities. Chamco does not design or develop products. The customers specify all principal product characteristics. Our activities are limited to developing methods and means of production and fabrication of products.

The exclusion of Design and Development do not affect Chamco's ability or responsibility to ensure the conformity of products and services supplied or the enhancement of customer satisfaction.

#### 4.4 Quality Management System and its Processes

##### 4.4.1

Chamco recognizes the need to establish, maintain and continuously improve a documented Quality Management System, including the processes and their interactions as per the requirements of the ISO 9001 standard.

Chamco determines the processes required and their application throughout the organization. For each of these processes Chamco shall determine the inputs required, the outputs expected, the sequence and interaction of these processes and the criteria and methods required to ensure the effective operation and control of these processes. Processes shall include the actions that address the risk and opportunities as identified in 6.1.

Chamco's Management Team will determine the resources required for the successful execution of the processes and will ensure that they are available to the organization. Chamco will also assign responsibilities and authorities for these processes.

As a means of continually improving performance Chamco will evaluate processes and implement any changes needed to ensure processes and the Quality Management System are improved and achieve their intended results

*Reference: Quality Manual, QM 15 - Continual Improvement, QM 11 -Audits*

#### 4.4.2

Chamco will, to the extent necessary, maintain documented information to support the operation of its processes. In order to have confidence that processes are being carried out as planned, Chamco will retain documented information as per the Quality Management System.

It is the responsibility of the Management Team and the Quality Management Representative to ensure that our quality system, as it is documented and implemented, meets the requirements of ISO 9001.

*Reference: Quality Manual, QM 15 - Continual Improvement, QM 11 -Audits*

## 5.0 Leadership

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### 5.1 Leadership Commitment

#### 5.1.1 General

Chamco's management demonstrates their commitment to the development, implementation and continual improvement of the Quality Management System by:

- Taking accountably for the effectiveness of the Quality Management System.
- Ensuring that the Quality Policy and quality objectives are established for the Quality Management System and are compatible or aligned with the context and strategic direction of the organization.
- Ensuring the integration of the Quality Management System requirements into Chamco's business processes.
- Promoting the use of the process approach and risk based thinking.
- Ensuring that the resources required for the Quality Management System are available. The availability of resources will be evaluated and approved through our ongoing budgeting/forecasting process.
- Communicating the importance of effective quality management and of conforming to the Quality Management system requirements.
- Ensuring the Quality Management System achieves its intended results.
- Engaging, directing and supporting persons to contribute to the effectiveness of the Quality Management System.
- Promoting improvement.
- Supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

It is the responsibility of the Management Team to demonstrate their commitment to quality and for supporting the organization in achieving that commitment.

*Reference: Quality Manual, Quality Policy, Procedures, Management Reviews, Audits*

#### 5.1.2 Customer Focus

Chamco strives to identify current and future customer needs, meet customer requirements and exceed customer expectations.

The Management Team demonstrates commitment to customer focus by ensuring that customer, and any applicable statutory or regulatory, requirements are determined, understood and consistently met. As a part of this process the risks and opportunities that can affect the conformity of products and services and the ability to enhance customer satisfaction are determined and addressed.

*Reference: QM 28 -Supplier Evaluation & Revaluation, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions*

## 5.2 Policy

### 5.2.1 Establishing the Quality Policy

Chamco has established and maintains a high level statement (Quality Policy) reflecting the organizations belief in quality. The Quality Policy takes into account the needs and expectations of customers and is appropriate to the context and purpose of the organization and supports the strategic direction and goals of the organization.

In accordance with the ISO 9001:2015 standard the Quality Policy provides a framework for setting quality objectives, includes a commitment to satisfy applicable requirements and to the continual improvement of the Quality Management System.

The Quality Policy will be reviewed for adequacy, effectiveness and relevance as part of the Management Review process.

*Reference: Quality Manual, Policy, Procedures, Management Reviews*

### 5.2.2 Communicating the Quality Policy

Chamco will ensure that the quality policy is available and maintained as documented information and is communicated, understood and applied through the following actions:

- The policy is to be posted at Chamco locations.
- New employees will be informed of the policy and Quality Management System as a part of their orientation.

In addition Chamco will ensure that the quality policy is made available to relevant interested parties, as appropriate.

The Quality Manual shall provide details concerning responsibilities, training and resources required to ensure the successful communication.

Chamco Quality Policy:

Chamco Industries Ltd. is committed to providing the highest quality of products and services.

We strive to satisfy customer's needs by:

- Timely delivery of products and services that meet our customer's requirements;
- Continuous improvement of our processes and systems;
- Ensuring our team is properly trained to serve our customers.

The Management Team has overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, Quality Policy*

### 5.3 Organizational Roles, Responsibilities and Authorities

Chamco's President & COO ensures that the responsibilities and authorities for relevant roles are assigned, communicated, and understood within Chamco.

The Manager of QA is designated as the Management Representative who, irrespective of other responsibilities, has the authority and responsibility to implement and maintain Chamco's Quality Management System. This position reports directly to the VP of Operations. The responsibilities include but are not limited to:

- Ensuring the Quality Management System conforms to the requirements of this standard.
- Ensuring that the processes are delivering their intended outputs.
- Reporting on the performance of the Quality Management System and on opportunities for improvement.
- Ensuring the promotion of customer focus throughout the organization.
- Ensuring that the integrity of the Quality Management System is maintained when changes to the Quality Management System are planned and implemented.

All staff is granted the authority to:

- Initiate action to improve the quality of Chamco procedures
- Identify and record any process quality problems
- Initiate, recommend or provide solutions to problems
- Verify the implementation of solutions to problems and improvements to quality

The Management Representative may delegate administrative responsibilities to defined and authorized groups or individuals within Chamco.

Quality planning, process control and internal quality audits are delegated to the Quality Management Representative who is the liaison between ISO 9001 and the Management Team.

*Reference: QMS-FLC Organization Chart, QM 07 - General Quality Functions*

## 6.0 Planning

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Chamco will establish and maintain a documented Quality Management System. The Quality Assurance Manual outlines Chamco's Quality Management System policies, defines the purpose and scope of these policies, and assigns responsibilities.

Chamco's Quality Management System manages the preparation of quality plans for continuous review and improvement and identifies the controls, processes, equipment, resources and skills necessary to achieve the required quality.

Chamco shall monitor and review external and internal issues (e.g. nonconforming product or service) that could affect the organization's quality management and determine if there are any risks and opportunities associated with these issues that should be addressed by their QMS.

## 6.1 Actions to Address Risks and Opportunities

### 6.1.1

When planning for the Quality Management System, Chamco considered the issues referred to in 4.1 and the requirements referred to in 4.2 and determined the risks and opportunities that need to be addressed to give assurance that the Quality Management system can achieve its intended results, enhance desirable effects, prevent or reduce undesired effects and achieve improvements.

### 6.1.2

When risks are identified, Chamco will take actions to address the risks. These actions include but are not limited to avoiding the risk, eliminating the source of risk, controlling the risk (changing the likelihood or consequence), sharing the risk or making an informed decision to accept the risk. The type of action chosen will be proportional and appropriate to the potential impact the risk has on the conformity of products and services provided.

When opportunities are identified, Chamco will take actions to address the opportunities. These actions may include but are not limited to the adoption of new processes, technologies, customers, suppliers or markets to address needs.

*Reference: QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 28 -Supplier Evaluation & Revaluation, QM 15 - Continual Improvement, QM 11 -Audits, QM 29 - Risk & Opportunity*

## 6.2 Quality Objectives and Planning to Achieve Them

### 6.2.1

Chamco shall establish quality objectives at relevant functions, levels and processes needed for the Quality Management System. Management shall ensure that quality objectives:

- Are consistent with the quality policy.
- Take into account the applicable requirements.
- Are relevant to the conformity of products and services to enhance customer satisfaction.
- Are measurable.
- Are monitored.
- Communicated.
- Updated as appropriate.

Chamco shall maintain documented information on the quality objectives.

The Management Team and the Management Representative have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, Internal Audit, Management Review, Quality Meetings*

### 6.2.2

When planning how to achieve its quality objectives Chamco shall determine what will be done, the resources required, who will be responsible for the activities, when the activities will be completed and how the results are to be evaluated.

The Management Team and the Management Representative have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, Internal Audit, Management Review, Quality Meetings*

## 6.3 Planning of Changes

When it has been determined that there is a need to make a change to the Quality Management System, the change shall be completed in a planned manner.

To ensure that changes are completed in a planned manner Chamco will consider the purpose for these changes and their potential consequences, the impact the changes may have on the integrity of the Quality Management System, the availability of resources for the change and the allocation or reallocation of responsibilities and authorities.

The Management Team and the Management Representative have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, Internal Audit, Management Review, QF 35-08*

## 7.0 Support

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### 7.1 Resources

Chamco will identify and make available all the resources (e.g. information, infrastructure, people, work environment, finance, support, etc.) required to implement and improve its Quality Management system and its associated quality processes.

#### 7.1.1 General

Chamco shall determine and provide the resources necessary for the implementation of the Quality Management System and the operation and control of its processes. This will include meeting customer requirements and regulatory requirements. Chamco shall consider the capabilities of and constraints on existing internal resources and the resources required to be obtained from external providers.

It is the responsibility of the Management Team, Quality Management Representative and Branch Managers to establish, implement and maintain this activity.

*Reference: Quality Manual, Internal Audit, Management Review*

#### 7.1.2 People

Chamco shall determine and provide the people necessary for the effective implementation of the Quality Management System and for the operations and controls of its processes.

Chamco is responsible for ensuring that all personnel are trained and sufficiently experienced to undertake their assigned activities and responsibilities effectively and be able to implement and improve the Quality Management System.

Chamco recognizes that training is a major component in attaining our Quality Management System objectives, and identifies training needs for all Chamco positions relating to the services offered. A documented procedure is used to determine and manage the training provided within departments and records are kept in the personnel files as applicable. This ensures that all positions in Chamco's quality system are staffed by qualified and trained personnel.

The Management Team is responsible for identifying training requirements and ensuring that all staff receives the required training.

*Reference: QM 10 -Training & Competency*

#### 7.1.3 Infrastructure

Chamco shall determine, provide and maintain the infrastructure necessary to achieve the conformity of products and services. This may include but is not limited to buildings and associated facilities, equipment including hardware and software, transportation resources and information technology and communication facilities.

The Management Team is responsible for establishing, implementing and maintaining this activity.

*Reference: QM 10 -Training & Competency, QM 28 -Supplier Evaluation & Revaluation*

#### 7.1.4 Environment for the Operation of Processes

Chamco's work environment is a combination of human (e.g. social and psychological) physical and environmental factors (e.g. air flow, cleanliness heat, hygiene, humidity, lighting, noise, pollution, temperature, vibration and weather, etc.). All of these factors influence motivation, satisfaction and performance of people and as they have the potential for enhancing the performance of Chamco, they shall be taken into consideration when considering how to achieve conformity of products and services.

Chamco shall identify, provide and maintain those human and physical factors of the work environment required to achieve output conformity.

The Management Team and Branch Managers are responsible for establishing, implementing and maintaining this activity.

*Reference: HSE Manual and Procedures*

#### 7.1.5 Monitoring and Measuring Resources

##### 7.1.5.1 General

Chamco shall determine and provide the resources needed to ensure that valid and reliable results are realized when monitoring or measuring is used to verify the conformity of products or services to customer requirements or applicable standards.

Chamco shall ensure that the resources provided are suitable for the specific type of monitoring and measurement activities being undertaken and are maintained to ensure their continuing fitness for their purpose. Chamco will maintain appropriate documentation as evidence of the fitness for purpose.



#### 7.1.5.2 Measurement Traceability

When measurement traceability is a requirement, or is considered by Chamco to be an essential part of providing confidence in the validity of measurement results, Chamco shall ensure that all measuring equipment is calibrated or verified, or both, at specified intervals or prior to use, against measurement standards traceable to international or national measurement standards (NCR- National Research Council or NIST-National Institute of Standards and Technology). When no such standards exist, the basis used for calibration or verification shall be retained as documented information.

All measurement equipment shall be clearly identified in order to determine/confirm their status.

Calibration of Chamco equipment (whether by Chamco or an outside vendor) will maintain traceability back to Chamco Equipment will be handled with care to protect against damage and deterioration. It will be adjusted and re-adjusted (during the calibration process) when necessary to maintain accuracy.

Chamco shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. Records of the results of calibration and verification will be maintained.

*Reference: QM 17 - Calibration and Maintenance*

#### 7.1.6 Organizational Knowledge

Chamco shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

Organizational knowledge can be based on both internal sources (knowledge gained from experience, lessons learned from projects, results in process improvements) and external sources (standards, courses, conferences, supplier training).

Chamco shall have available a system for capturing and preserving knowledge and learning. Additionally, Chamco shall address changing needs and trends, through considering its current knowledge and determining how to acquire and additional knowledge or required updates.

The Management Team and Branch Managers are responsible for establishing, implementing and maintaining this activity.

*Reference: QM 10 -Training & Competency*

### 7.2 Competence

Chamco shall determine the necessary competence of person(s) doing work that affects the performance and effectiveness of the Quality Management System. Chamco shall ensure that these individuals are competent through appropriate education, training or experience to complete assigned tasks on- time, within budget and to the end users specified requirements.

Chamco shall ensure that, where applicable, actions are taken to acquire the necessary competence and shall evaluate the effectiveness of these actions (training provided). Chamco shall maintain documented information of these actions as evidence of competency.



The Management Team and Branch Managers are responsible for establishing, implementing and maintaining this activity.

*Reference: QM 10 -Training & Competency, QM 28 -Supplier Evaluation & Revaluation*

### **7.3 Awareness**

Chamco shall ensure that all people involved in a production of a deliverable on behalf of Chamco (including sub-contractors if used) are aware of Chamco's quality policy, relevant quality objectives and their contribution to the effectiveness of the Quality Management System, including the benefit of improved performance. Chamco shall also ensure that people involved in the production of a deliverable understand the implications of not conforming with the Quality Management System requirements.

The Management Team have overall responsibility for ensuring that Chamco meets these obligations. Branch Managers are responsible for ensuring that all staff involved in their projects are aware of the requirements, rules and procedures to which they are to conform and against which they will be audited.

*Reference: QM 10 -Training & Competency, QM 28 -Supplier Evaluation & Revaluation*

### **7.4 Communication**

Chamco shall determine the internal and external communications relevant to the Quality Management Systems including:

- What will be communicated.
- When to communicate.
- With whom to communicate.
- How to communicate.
- Who communicates.

The Management Team have overall responsibility for ensuring that Chamco meets these obligations.

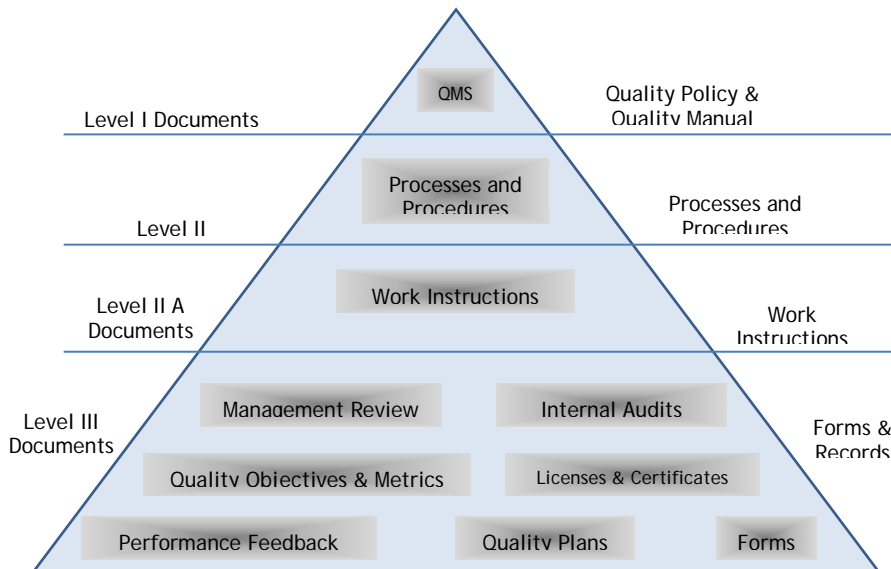
### **7.5 Documented Information**

Chamco shall establish an agreed method for controlling all documented information associated with the quality policy of the company.

#### **7.5.1 General**

Chamco's Quality Management System shall include the documented information as required by the ISO 9001 standard as well as the documented information that is determined by Chamco to be necessary for the effectiveness of the Quality Management System.

## Documentation Levels



### 7.5.2 Creating and Updating

When creating or updating documentation Chamco shall ensure that all documents are:

- Properly identified. Identification includes but is not limited to a title, date, revision.
- Properly formatted. Chamco forms, procedures and work instructions are controlled electronically. All print copies of any of these documents are considered to be uncontrolled copies.
- Reviewed and approved for suitability and adequacy. No revisions can be made in the controlled file structure without the approved release of a new document. Documents are to be approved by an appropriate individual within the organization.

Document control for all documents relating to Chamco's Quality Management System is the responsibility of the Quality Management Representative.

*Reference: QM 08 -Document Control*

### 7.5.3 Control of Documented Information

#### 7.5.3.1

The documented information required by the Quality Management system and the ISO 9001 Standard are controlled in a manner that ensures the information is available and suitable for use where and when it is needed. The documented information is also adequately protected from improper use or loss of integrity.

Document control for all documents relating to Chamco's Quality Management System is the responsibility of the Quality Management Representative.

*Reference: QM 08 -Document Control*

### 7.5.3.2

Chamco has established Controlled Document management systems.

The security structures of our document control databases have defined access levels appropriate for each position in the quality system.

All Quality Management System documentation (including policies, procedures, work instructions and forms) are available through a direct link located on each desktop. These are deemed controlled documents. All print copies of any of these documents are considered to be uncontrolled copies.

Controlled and immediate network distribution ensures that only the most current revision of any document is in use.

The storage of quality records protects records from deterioration and loss. Electronic backup of these records is done and the process is established in a documented procedure.

Chamco shall ensure that all changes to documents are controlled and approved before issue.

Chamco shall ensure that all documents and data relating to the Quality Management System are reviewed and approved for accuracy and completeness prior to issue and that invalid and/or obsolete documents are not in use, in compliance with the ISO 9001 requirements.

Chamco's document control system provides for the issue, distribution, revision, change and archival of documents which relate to Chamco's Services and Quality Management System.

Archived revisions and obsoleted forms are available.

Chamco's Quality Management records are stored in the relevant databases established for this purpose.

Chamco shall ensure that appropriate quality records are generated, maintained and archived for ease of accessibility and verification.

All Staff are required to generate, maintain, file and archive specific records.

Records are generated and maintained to verify control of quality related activities. These records serve to demonstrate that our products are designed in accordance with specified processes.

Records are retained as per established record retention schedules.

Quality Records shall include, but are not limited to, the following:

- Contract Review Records
- Nonconformance/Corrective Action Reports
- Internal Audit Reports
- Management Review Records
- Personnel Training Records
- Chamco Quality Assurance Manual
- Chamco Flow Charts and Procedures
- Service Related Records

Document control for all documents relating to Chamco's Quality Management System is the responsibility of the Quality Management Representative.

*Reference: QM 08 -Document Control, QM 09 - Record Retention*

## 8.0 Operation

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### 8.1 Operational Planning and Control

Chamco shall plan, implement and control the processes needed to meet the requirements for the provision of products and services, and to implement the actions determined in planning (Clause 6) by determining the requirements for the provision of the products or services.

This initial stage of this process is completed through Chamco's Product and Service provisions, which are a general process in which the customers initiate the perceived product requirements or service to be performed. Chamco will evaluate the requests and ensure that they are feasible as requested. If additional findings arise, then Chamco will inform the customer of those findings and request further instructions. This stage establishes the criteria for the processes and the acceptance of the products and services.

In planning output realisation, Chamco shall determine the resources required to achieve conformity of the product or service implement the control of the processes in accordance with the criteria. Chamco shall also determine, maintain and retain the documented information to have confidence that the processes have been carried out as planned and to be able to demonstrate the conformity of the products and services to the determined requirements. The output of this planning shall be suitable for Chamco's operations.

Chamco shall control any planned changes and review the consequences of unintended changes. Chamco shall take action to mitigate any negative effects from these changes as required.

Chamco shall ensure that all outsourced processes are controlled.

Chamco shall ensure that customer requirements, including requirements for delivery and post-delivery activities, are fully understood, documented and implemented.

Top Management has overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, Quality Processes, Flowcharts, Work Instructions*

### 8.2 Requirements for Products and Services

#### 8.2.1 Customer Communication

Chamco shall ensure that the customer is kept up-to-date with the progress of their deliverable and that all of their comments and complaints are dealt with in a speedy and effective manner.

Chamco shall determine and implement arrangements for customer communication and shall define communication requirements relating to:

- Product and service information.
- Enquiries and order handling (including amendments).

- Customer feedback including feedback relating to products and services, customer perceptions and complaints.
- The handling or control of customer property.
- The establishment of specific requirements for contingency plans when required.

The Management Team have overall responsibility for ensuring that Chamco meets these obligations.

*Reference: QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions*

### 8.2.2 Determining the Requirements for Products and Services

Chamco shall ensure that when determining the requirements for products and services they will define these requirements including any applicable statutory and regulatory requirements, as well as those that are considered necessary by the organization. Chamco shall ensure that they can meet the claims for the products and services required.

The Management Team have overall responsibility for ensuring that Chamco meets these obligations.

*Reference: Quality Manual, QM 28 -Supplier Evaluation & Revaluation, QM 15 - Continual Improvement, QM 11 -Audits*

### 8.2.3 Review of the Requirements for Products and Services

#### 8.2.3.1

Chamco shall ensure that it has the ability to meet the requirements for their products and services. In order to ensure that this is possible Chamco shall conduct a review of the requirements, including any changes, before committing to supply products or services.

The review shall include the requirements specified by the customer, including the requirements for delivery and post-delivery activities. Additionally, the review shall include statutory and regulatory requirements applicable to the product or service, any requirements not stated by the customer but understood to be necessary for the intended use of the product or service and any requirements required by Chamco to provide the product or service. Finally, any contract or order requirements differing from those previously expressed are to be reviewed and resolved.

The Branch Managers have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: Quality Manual, QM 28 -Supplier Evaluation & Revaluation, QM 15 - Continual Improvement, QM 11 -Audits, QM 29 - Risk & Opportunity*

Chamco shall retain documented information, as applicable, of the review, including the results of the review and any new requirements for the products or services.

*Reference: QM 09 - Record Retention*

#### 8.2.4 Changes to Requirements for Products and Services

If there are any changes that either the customer or Chamco wish to make to a contracted product or service, Chamco shall ensure that the relevant documented information is amended and that the relevant persons are made aware of these changes.

The Branch Managers or Project Manager have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: WI 24-02 Change Order Generation*

### 8.3 Design and Development of Products and Services

**Not Applicable:** ISO 9001:2015 Section 8.3, Design and Development of Products and Services, including all subsections.

**Justification:** Design and Development (8.3) are not specified requirements of customer contracts and Chamco does not perform any of these activities. Chamco does not design or develop products. The customers specify all principal product characteristics. Our activities are limited to developing methods and means of production and fabrication of products.

The exclusion of Design and Development do not affect Chamco's ability or responsibility to ensure the conformity of products and services supplied or the enhancement of customer satisfaction.

### 8.4 Control of Externally Provided Processes, Products and Services

Chamco shall establish documented procedures to ensure that all purchased products conform to the specified purchase requirements and a list shall be maintained of approved suppliers and subcontractors.

#### 8.4.1 General

Chamco shall ensure that externally provided processes, products and services conform to requirements. Chamco shall determine the controls that are to be applied to externally provided processes, products and services. This includes when:

- The products and services are intended for incorporation into Chamco's products and services.
- The products and services are supplied directly to the customer by external providers on behalf of Chamco.
- The process, or part of the process, is provided by an external provider as the result of a decision by Chamco.

Chamco shall determine and apply criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes, products or services in accordance with requirements. Chamco shall retain documented information of this activity and any necessary actions arising from the evaluations.

*Reference: QF-10-19 Supplier Pre-Qualification Questionnaire, HSE-FRM-Contractor Safety Policy Acknowledgment*

#### 8.4.2 Type and Extent of Control

Chamco shall ensure that externally provided processes, products and services do not adversely affect the organizations ability to consistently deliver products and services that meet customer requirements. To achieve this result Chamco shall ensure that externally provided processes remain within the control of the Chamco Quality Management System. Chamco will define the controls that will be applied to an external supplier and the resulting products or services. Chamco shall take into consideration the potential impact of the externally provided process, products or services on Chamco's ability to consistently meet customer, regulatory and statutory requirements.

Chamco shall also take into consideration the effectiveness of the controls applied by the external provider.

Purchased product is verified upon receipt to ensure that it meets Chamco's specified purchase requirements.

Where Chamco or its customer intends to perform verification at the supplier's facilities, Chamco will indicate the intended verification arrangements and method of product release in the purchasing information.

The Branch Managers or Project Manager have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: QM 28 -Supplier Evaluation & Revaluation, QM 08 -Document Control*

#### 8.4.3 Information for External Providers

Chamco shall ensure that any requirements provided to an external provider are adequate.

This communication shall include:

- The requirements for the processes, product or service to be provided.
- The requirements for the approval of the products, services, processes, methods and equipment.
- The requirements for the release of the products or services.
- Any competence or qualification requirements of personnel.
- The communication or interaction of the provider with Chamco.
- The control and monitoring of the external providers performance by Chamco.
- The verification and validation activities that will be performed on the product or service by Chamco or Chamco's customer at the external providers' location.

Chamco shall ensure that there is a procedure to ensure that all products and services received are checked to confirm that:

- they are those that were ordered;
- the delivery is on time;
- they are of good quality.

Where Chamco (or its customer) needs to carry out verification activities at the supplier's premises, then Chamco shall specify the required verification arrangements and the method of output release in the purchasing information.



The Branch Managers or Project Manager have overall responsibility for establishing, implementing and maintaining this activity.

*Reference: QM 28 -Supplier Evaluation & Revaluation, QM 08 -Document Control*

## 8.5 Production and Service Provision

Chamco shall control the way in which they provide their products and services and what activities need to be performed to produce the product or deliver the service.

### 8.5.1 Control of Production and Service Provision

Chamco provides manufacturing and service options to our internal and external customers by offering product manufacturing and technical services. These products & services are developed under controlled conditions.

Controlled conditions include:

- The availability of documented information that defines the characteristics of the product or service provided or the activities to be performed. Chamco provides this through:
  - Requirements contained in our Sales and Engineering documentation.
  - The required services as contained in the Service Order.
  - Detailed work instructions are provided as needed.
  - Steel building systems under A660 shall be identified by a certificate of design and manufacturing conformance. This shall be prepared, signed and sealed by an engineer licensed to practice in the jurisdiction concerned.  
Reference: QMS-FRM-Certificate of Design & Manufacturer Conformance
- Chamco shall ensure the availability of suitable monitoring or measuring devices. Chamco ensures that all testing equipment is regularly scheduled for maintenance, including a review of all services performed by outside vendors.
  - Calibration status will be clearly identified on all Chamco equipment.
  - Calibration of Chamco equipment (whether by Chamco or an outside vendor) will maintain traceability back to NCR (National Research Counsel) or NIST (National Institute of Standards and Technology).
  - Chamco Equipment will be handled with care to protect against damage and deterioration. It will be adjusted and re-adjusted (during the calibration process) when necessary to maintain accuracy.
  - Chamco shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. Records of the results of calibration and verification will be maintained.
- The implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs and acceptance criteria for products and service have been met.
- The use of suitable infrastructure and environment for the processes.
- Utilizing competent persons and providing qualifications.
- The periodic review or validation of the ability to achieve the planned results of the processes for the provision of products and services where the result cannot be verified by subsequent measuring or monitoring.



- The implementation of actions that prevent human error.
- The implementation of release, delivery and post-delivery activities.

*Reference: QM 17 - Calibration and Maintenance*

#### 8.5.2 Identification and Traceability

All Chamco products and services are identified with traceable project numbers. These project files are consistently used to identify the customer's purchased equipment, track their position within the process and ensure traceability through the service and production stages as required.

Products that require identification are identified with serial numbers, Heat numbers, descriptions or other appropriate identification. When required by contract, records will include identification and traceability to individual product, lot, or revision.

#### 8.5.3 Property Belonging to Customers or External Providers

Chamco exercises care with customer property while it is under Chamco's control or being used by Chamco. Chamco identifies, verifies and protects customer property that has been provided for service. If any customer property is lost, damaged or otherwise found to be unsuitable for use, it is reported to the customer and records about the incident are maintained.

#### 8.5.4 Preservation

Chamco shall preserve the outputs during production and service provision in order to ensure conformity to the requirements.

Chamco maintains a secure system in the premises for the handling and storage of Chamco's digital products & records. Chamco staff is responsible for backing up and maintaining the server.

Chamco ensures that product is preserved as per our customers' requirements.

Chamco service providers ensure that components received from our customers are preserved to ensure that no further deterioration effects occur.

Chamco ensures that materials and components received are preserved in the manner in which is required to ensure that the integrity of the materials and components are maintained.

All personnel in Chamco Industries Ltd. that handle, store or distribute equipment are responsible for implementing this standard.

The Chamco Industries Ltd. ensures the proper electronic management and distribution of product. In particular, Chamco ensures that only authorized changes enter the system.

#### **Handling**

Chamco handles all materials and products with respect and care. All equipment/material is identified throughout all processes. Environmental requirements are met and maintained.

#### **Storage**

Chamco records are stored electronically and backed up regularly. Where documents are paper copy; these documents will be retained and stored in a safe environment, clearly labeled and retrievable.

*Reference: QM 09 - Record Retention*

#### 8.5.5 Post-Delivery Activities

Chamco shall determine the nature and extent of any post-delivery activities it needs to undertake.

Following the delivery of a product or service, Chamco shall monitor post-delivery activities such as actions under warranty provisions, contractual obligations concerning maintenance services, and supplementary services (such as recycling or final disposal).

Chamco will consider the following when determining post-delivery activities:

- Statutory and regulatory requirements.
- Any potential undesired consequences associated with products and services.
- The nature use and intended lifetime of the product or services.
- Customer requirements.
- Customer feedback.

Branch Managers and Projects Manager are responsible for this action.

*Reference: QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions*

#### 8.5.6 Control of Changes

Chamco shall review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements. Chamco shall retain documented information describing the results of the review of changes, the person(s) authorizing the change and any actions arising from the review.

Projects Manager is responsible for this action.

*Reference: WI 24-02 Change Order Generation*

### 8.6 **Release of Products and Services**

Processes are reviewed on a continuing basis for suitability in achieving customer requirements. Process change suggestions are incorporated as initiatives in the Quality Management System. Customer satisfaction is assessed.

Chamco shall ensure, at appropriate stages, that the characteristics of all products and services meet customer's specified requirements. The release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and as applicable the customer.

Chamco shall monitor and measure the characteristics all products and services to verify that requirements are met by:

- Measuring and monitoring the characteristics of a deliverable.
- Documenting and maintaining evidence of conformity with the acceptance criteria.
- Indicating the authority responsible for release of a deliverable.
- Recording the identity of personnel performing any inspection, verification and validation.
- Recording the identity of any individual authorizing a release.
- Not proceeding with the release of the deliverable until the planned arrangements have been satisfactorily completed.

Branch Managers (assisted by the Quality Manager) are responsible for this action.

*Reference: QM 09 – Record Retention*

## 8.7 Control of Non-Conforming Outputs

### 8.7.1

Chamco maintains a planned and documented system for identifying, reporting and controlling non-conformances to ensure that they do not get unintentionally used or delivered. Chamco ensures that all equipment identified as nonconforming is clearly marked and segregated to ensure the unintended use of the equipment will not occur and that all customer owned property that is Non-conforming is identified clearly upon distribution. This will also apply to non-conforming products detected after the delivery of products and non-conforming services during or after provision.

Non-conformance reports are created and reviewed, and the resulting actions are documented. The actions taken are to be appropriate to the nature of the non-conformity of the product or service.

Non-conforming output are to be dealt with in one or more of the following ways:

- Correction of the non-conformance.
- Segregation, containment, return or suspension of products and services.
- Informing the customer.
- Obtaining authorization for acceptance under concession.

Conformity of products and services are to be verified after outputs are corrected.

Components received by Chamco Service departments are automatically deemed as non-conforming. The purpose of Chamco's service is to ensure that the equipment is repaired. All equipment is deemed to be in process of repair/replacement.

This policy ensures that Chamco's process for repair/service and distribution is monitored and recorded and that problems and inconsistencies are addressed.

The Quality Management Representative monitors non-conformance reporting and reports major non-conformance to Chamco's Management Team.

The Management Team reviews non-conformance trends during Management Review Meetings.

### 8.7.2

Chamco shall retain documented information that describes the non-conformity, actions taken, any concessions obtained and identifies the authority deciding the action in respect to the non-conformity.

*Reference: QM 22 - Non Conformances & Corrective Actions, QM 09 - Record Retention*

## 9.0 Performance Evaluation

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### 9.1 Monitoring, Measurement, Analysis and Evaluation

#### 9.1.1 General

Chamco shall determine what needs to be monitored and measured as well as the methods for monitoring, measurement, analysis and evaluation in order to ensure valid results. Chamco will also determine the timing of when the monitoring and measurement shall take place and the analysis and evaluation of the results.

Chamco shall use this to evaluate the performance and effectiveness of the Quality Management System.

Chamco shall ensure continuous quality improvement of the Quality Management System by identifying non-conformance trends, analyzing identified problems, determining immediate and root causes, and targeting areas for improvement.

The Quality Management Representative is responsible for developing, deploying, delegating and reviewing statistics.

The Management Team reviews this data on a regular basis.

Statistical data is based on results and trends recorded in:

- Suggestions for Improvements
- Customer Complaints
- Internal Audit Reports
- Non Conformance Reports

Records of data and statistics are maintained by the Quality Management Representative. Reports are issued to concerned departments and the Management Team.

*Reference: QM 15 - Continual Improvement, QM 11 -Audits, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 09 - Record Retention*

#### 9.1.2 Customer Satisfaction

Chamco shall monitor customer satisfaction through customer contact. Customer satisfaction data is routinely incorporated into the initiative reporting process for the Quality Management System.

Chamco shall monitor all information concerning customer satisfaction and/or dissatisfaction. The methods and measures for obtaining and utilising such information and data shall be aimed at providing Top Management with an overall understanding of the level of customer satisfaction achieved.

Examples of monitoring customer perception may include surveys, customer feedback (issues and compliments), meetings with customers, market share analysis and warranty claims.

*Reference: QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions*

### 9.1.3 Analysis and Evaluation

Chamco processes are reviewed on a continuing basis for suitability in achieving customer requirements. Process change suggestions are incorporated as Suggestions for Improvement in the Quality Management System. Customer satisfaction is assessed.

Chamco collects and analyses the data resulting from monitoring and measurement to evaluate the suitability and effectiveness of the Quality Management System and to identify the need for improvements to the Quality Management System. In addition to the overall Quality Management System, the results shall be used to evaluate customer satisfaction (and/or dissatisfaction), conformity of products and services, if planning has been effectively implemented, the performance of external providers, the effectiveness of the actions taken to address risk and opportunity.

*Reference: QM 15 - Continual Improvement, QM 11 -Audits, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 09 - Record Retention*

## 9.2 Internal Audit

### 9.2.1

A system of planned and periodic audits verifies compliance with all aspects of Chamco's Quality Management System. This ensures that Chamco's Quality Management System is functioning correctly and that the requirements of the ISO Standard are met and that the Quality Management System is effectively implemented and maintained.

*Reference: QM 11 -Audits, QM 09 - Record Retention*

### 9.2.2

All quality related functions are audited at least once each calendar year. Following the review of internal assessment findings, external assessment findings, nonconformance trends, corrective action requests and initiative requests, additional internal assessments may be required.

Audits are performed in accordance with established procedures and take into consideration the importance of the processes concerned, changes affecting the organization and the results of previous audits. Each audit should have a defined criteria and scope.

The Internal Auditors chosen from Chamco staff are qualified by education and experience to carry out audits. Internal Auditors receive audit training and are supervised by the Quality Management Representative to ensure proficiency. Auditors are selected to ensure objectivity and impartiality of the audit process.

Internal Auditors document objective evidence of compliance or noncompliance with Chamco's procedures in Internal Audit Reports and recommend action through the Performance Feedback Process as required.

The Quality Management Representative schedules internal audits, communicates audit results to relevant management and initiates corrective actions or opportunities. Departments are responsible for ensuring corrective actions and opportunities assigned to them are appropriate and completed without undue delay. Assessment of the action is performed by the Internal Auditor(s) responsible for the original audit whenever possible.

All findings and results are documented and retained as evidence of the implementation of the audit program and the audit results.

*Reference: QM 11 -Audits, QM 09 - Record Retention*

## 9.3 Management Review

### 9.3.1 General

Top Management shall complete a review of the organization's Quality Management System on an annual basis to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention*

### 9.3.2 Management Review Inputs

The management review shall be planned and carried out taking into consideration:

- The status of follow-up actions from earlier management reviews.
- Changes in external and internal issues relevant to the Management System.
- Information on the performance and effectiveness of the Quality Management System, including trends in:
  - Customer satisfaction and feedback from relevant parties.
  - The extent to which the quality objectives have been met.
  - Process performance and conformity of products and services
  - Nonconformities and corrective actions.
  - Monitoring and measurement results.
  - The results of previous internal, customer and third-party audits.
  - The performance of external providers.
- The adequacy of resources.
- The effectiveness of actions taken to address risks and opportunities.
- Opportunities for improvement.

All Staff are responsible for ensuring that they provide the necessary documented information as required from their involvement in implementing the quality systems.

The Quality Management Representative is responsible for ensuring that all documented information is maintained in a systematic and presentable form.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention*

### 9.3.3 Management Review Outputs

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

- Opportunities for improvement.
- Any changes required for the Quality Management System.
- Resource needs.

The Quality Management Representative is responsible for ensuring that all documented information is maintained in a systematic and presentable form as evidence of the results of management reviews.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention*

## 10.0 Improvement

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### 10.1 General

Chamco shall determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction. This includes improving products and services to meet requirements as well as to address future needs and expectations, correcting, preventing or reducing undesired effects and improving the performance and effectiveness of the Quality Management System.

Chamco maintains a planned and documented system to correct conditions that adversely affect Chamco's Quality Management System and respond to suggestions for continued quality improvement.

Corrective Action Requests and Initiatives are created and reviewed and the resulting actions are documented.

This policy ensures that Chamco's Quality Management System can respond to problems and suggestions quickly and efficiently.

All members of staff are responsible for identifying and reporting problems and suggestions for improvements in Chamco's Quality Management System. All members of staff are responsible for implementing corrective actions and suggestions for improvement.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 11 -Audits*

### 10.2 Non-Conformity and Corrective Action

#### 10.2.1

When non-conformity occurs, including any arising from complaints, Chamco shall ensure that they have available processes and procedures to react accordingly including taking action to control the non-conformity and to deal with any consequences of the non-conformity. Chamco will evaluate the need for action to eliminate the cause of the non-conformity to ensure that it does not occur/recur elsewhere by:

- Reviewing and analyzing the non-conformity.
- Determining the cause of the nonconformity.
- Consider whether there is potential for a similar problem existing or potentially occurring.
- Implement actions are required to readdress the nonconformity.



- Review the effectiveness of these actions.
- Update any risks and opportunities determined during planning, if necessary.
- Make changes to the quality management system if necessary.

Corrective actions shall be appropriate to the effects of the non-conformities encountered.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 11 -Audits*

#### 10.2.2

Chamco shall retain documented information as evidence of the nature of the non-conformities and any subsequent actions taken and the results of any corrective actions taken.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 11 -Audits*

### 10.3 Continual Improvement

Chamco shall continually improve the suitability, adequacy and effectiveness of the Quality Management System and in doing so, improve Chamco's products and services and ultimately, overall customer satisfaction.

Chamco shall use the results of analysis and evaluation and the outputs of the management review to determine if there are needs or opportunities that shall be addressed as part of continuous improvement.

*Reference: QM 15 - Continual Improvement, QM 09 - Record Retention, QM 22 - Non Conformances & Corrective Actions, QM 23 -SFI & Preventative Actions, QM 11 -Audits*

Revision Number & Date	Changes
• Revision 0 - February 27, 2009	• Original issue (Formalized manual and updated to ISO 9001:2008)
• Revision 1 - March 23, 2012	• Clarification of scope of registration
• Revision 2 - March 8, 2013	• Updated for annual review items
• Revision 3 - June 23, 2016	• Updated to include A660 Certification
• Revision 4 - January 5, 2017	• Update to meet ISO 9001:2015 requirements