KALYANI MOBILITY DRIVELINES

QUALITY SYSTEM POLICY MANUAL

KQSPM Revision 4

Quality Policy

"Kalyani Mobility Drivelines is committed to be a preferred partner for our customers by providing reliable innovative solutions. By controlling our quality objectives, we can achieve customer satisfaction. KMD will provide continuous improvement in all aspects of our quality process, while striving for the wellbeing of our employees and the environment

Program Administrator: Aaron Jamrog
Aaron.Jamrog@kmdrivelines.com

REVIEWED AND APPROVED BY: AARON JAMROG

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0.0 REVISION HISTORY

REV	Description of Change	Author	Effective Date
1	Initial Release	A. Jamrog	7/15/22
2	Company name Change	A. Hendon	09-26-22
3	Updated the Table of Contents and added administrator name and contact info on the cover page	A. Hendon	10-19-22
4	Updated Quality Statement	A. Hendon	05-04-23

REVIEWED AND APPROVED BY: AARON JAMROG

1.0 APPROVAL

This policy manual was prepared in accordance with the ISO9001:2015 Quality Management System requirements and approved by the KMD management team as indicated below.

The quality management system is reviewed twice annually at management review meetings.

_____
Tim Matuszewski, General Manager

_____
Aaron Jamrog, Quality Manager

_____
Dave Moore, Design Engineer

_____
Zachary Roth, Controller

Revisions of this manual will be authorized and approved by The Quality Manager as indicated by the revision history below.

SECTION	DATE	REV.	PAGE(S)	DESCRIPTION	APPROVAL
Entire	05-09-2022	1	All	Policy Manual Release	
Mgt. Team	05-09-2022	1		Management Team	
Quality Policy	05-09-2022	1		Revised Quality Policy	

REVIEWED AND APPROVED BY: AARON JAMROG

2.0 COPORATE OVERVIEW

KMD was founded in Standish, Michigan in April 2022. It is a part of the Kalyani Group, a globally renowned conglomerate. Our customer base includes defense, heavy equipment, agriculture, automotive drivelines, hydraulics, and other industries that require precision machining. To provide the diversification in machining services to our customers, KMD is committed to support continuous quality improvements by utilizing ISO9001:2015

3.0 BUSINESS CLASSIFICATION & STATEMENT OF COMPLIANCE

KMD complies and/or can be identified according to the following characteristics:

1. is a small business that employs close to 30 people.
2. is an equal opportunity employer that posts EEO notices, and annually files EEO-1 reports.
3. meets all local, State and Federal environmental laws and regulations.
4. operates a drug free workplace.
5. has never defaulted on any public contract, grant, or loan.
6. is an open shop with no union affiliations.
7. complies with all applicable MIOSHA and OSHA regulations.
8. compliant with veteran's employment reporting requirements
9. is owned and operated in the US.
10. has not received administrative merits determinations, civil judgements, or arbitral awards or decisions rendered against it due to violations of labor laws.
11. has never defaulted on any public contract, grant, or loan.

4.0 ISO & QUALITY MANAGEMENT SYSTEM

The ISO Structure Model on page 35 illustrates the process linkages and covers all the requirements in clauses 4 to 10 of the ISO9001:2015 international standard structure. This illustration shows that customers play a significant role in defining requirements as inputs. Monitoring customer satisfaction requires the evaluation of information relating to customer perception as to whether KMD has met the customer requirements.

5.0 CONTEXT OF THE ORGANIZATION

5.1 UNDERSTANDING THE ORGANIZATION

Responsibility: Management Team

To determine and establish the scope of the KQMS, KMD determined the boundaries and applicability of the KQMS and considered the external and internal issues, the requirements of relevant interested parties, and the products and services of the company. The scope is available and maintained as documented information stating the products and services covered by the KQMS.

KMD has integrated the business operating principles established in its entrepreneurial operation system with our quality management system to enhance our organization's ability to satisfy our customers, provide a consistent foundation for the future, ensure that we take into consideration the needs of all

interested parties and to reflect the complex environment in which we operate. The **KQF 7.1-003 Rev 1 Job Order Checklist** and the **KQF 7.1-001 Risk Management Matrix** used to document the results of this planning.

With the commitment to strategy and tactical planning, KMD Top Management participates in annual vision building planning sessions to develop and review our core values, focus, marketing strategy and set our future targets for the organization.

5.2 CORE VALUES

- **Autonomy:** be empowered to make decisions and act, to have the flexibility to work at your own pace and method if you continue to meet performance goals.
- **Integrity:** to strive to do the right thing, even when you think no one is looking. You may also value honesty, transparency, and a commitment to doing what's best for your clients, customers, teammates, and company.
- **Innovation:** challenge yourself to see what's possible to better meet the needs of your team, customers, and company. Finding new ways to solve a problem can help the company move forward.
- **Growth:** the growth of a company follows the professional growth of its employees. Valuing growth means that you have the drive to continuously improve both yourself and your company. Growth is based on mutual success.
- **Service:** service-minded or customer-oriented means that you care about providing quality experience to the clients you serve. This value can also extend to provide a meaningful experience to the people you serve and support.

CORE FOCUS

KMD is dedicated to exceeding the needs and expectations of our customers in the manufacture of precision machined products using modern management, equipment, and technology. Developing a foundation of fairness and trust, while providing an inclusive and empowering culture.

OUR STRATEGY

To become a global, agile, and preferred partner to customers by providing one stop, optimal, reliable, and innovative solutions while striving for wellbeing of employees and Environment.

5.3 UNDERSTANDING THE NEEDS AND EXPECTATIONS OF INTERESTED PARTIES

Responsibility: Management Team

Due to their effect or potential effect on KMD's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, KMD has provided a general description of relevant interested parties and their requirements in Appendix B (Page 3)

5.3.1GENERAL

Responsibility: Management Team

The Quality System is documented and structured in the following three levels of documentation:

Level 1: Quality System Policy Manual (KQSPM)

This document defines the quality policy and the Company structure and methods for maintaining the Quality Management System

Level 2: Quality System Procedure Program (KQSPP)

These documents describe the functional responsibilities, the procedures to be used and the methods of control for each of the sections in ISO9001:2015. The Quality System Procedures also reference, if applicable and when practical, departmental work instructions.

Level 3: Work Instructions (WI)

When required, work instructions (WI) are developed to define details as to how specific tasks must be performed. For the manufacturing area, work instructions are developed and maintained as appropriate to supplement engineering drawings and specifications and to document various manufacturing processes. There are two types of work instructions:

- *Process work instructions are generic in nature and are used on several products. They are called Production Floor Traveler (PFT).*
- *Product work instructions are associated with a particular product or part; these can be reworked instruction, receiving inspection instructions, in-process inspection instructions, final inspection instructions, calibration work instructions, etc.*

5.3.2 QUALITY MANUAL

Responsibility: Management Team

This manual was written to meet the requirements of ISO9001:2015

5.3.3 CONTROL OF DOCUMENTS

Responsibility: Department Managers

Documents and data essential to the accomplishment of the work are generated, approved, distributed, and revised in accordance with ***Document Control Procedure, KQSPP 4-023.*** The same level of control is applied to those documents, standards, and specifications of external origin, which are considered essential to the work. Changes to documents are coordinated with customer and/or regulatory authorities when required by contract or regulatory requirements. Instructions applicable to the control of documents and data have been developed by each functional group. The documents and data are generated by qualified personnel and are reviewed for adequacy and submitted for approval by authorized personnel prior to issue.

5.3.4 CONTROL OF RECORDS

Responsibility: Department Managers
Quality records are maintained to demonstrate conformance to specified requirements and to provide objective evidence of the Quality System effectiveness in accordance with the ***Control of***

Records Procedure, KQSPP 4-024. The quality records are also used to analyze trends in quality performance and the need for preventive action. Department managers are responsible for identifying the pertinent quality records in their areas, and for the appropriate collecting, analyzing, indexing and the filing of those quality records. Those records also include pertinent supplier documentation. The retention period and disposal instructions for quality records are established depending on the type and importance of data, or as specified by contract or regulatory requirements. The procedure also covers the method for controlling records created by and/or retained by suppliers. The quality records are available for review by the customer or regulatory authority as specified in the contract and/or regulatory requirements.

5.4 SCOPE OF THE QUALITY MANAGEMENT SYSTEM

Responsibility: Management Team

KMD applies all the requirements ISO9001:2015 when they are applicable within the determined scope of the KQMS.

This Quality Policy Manual describes the policies and objectives of the KMD quality management system and refers to the Quality Procedure Program where applicable. The quality management system described in this manual meets the requirements of ISO9001:2015 requirements. The requirements specified in our quality policy manual complement applicable customer and statutory and regulatory requirements. And if there is a conflict between the requirements of this quality policy manual and customer or statutory or regulatory requirements, the latter shall take precedence.

The scope of the KQMS includes all activities affecting quality taking place on KMD's campus who is engaged in the:

Design, Manufacture, Assembly, of Driveline Systems

The applicable SIC code is 3714 – Motor vehicle parts and accessories.

5.4.1 QUALITY MANAGEMENT SYSTEMS AND ITS PROCESSES

Responsibility: Management Team

KMD has established, documented, and implemented a Quality Management System (KQMS) in accordance with the requirements of ISO9001:2015, and where applicable, customer, statutory and regulatory requirements. The system is maintained and continually improved using the quality policy, quality objectives, audit results, analysis of data, corrective action, risk review and management review. KMD utilizes the Quality System Procedures (KQSPP) to the extent necessary to provide our employees and suppliers with instruction and requirements. The documents support the achievement of quality compliance for the process steps. We retain Quality System Forms (KQSF) which provide documented information substantiating the process inputs and outputs have been accomplished as planned.

To design, implement, and improve the KQMS KMD has:

- Determined the processes needed for the KQMS and their application throughout the organization and documented them on the Process Flow Diagram at the end of this section of the Quality Manual and in the Scope of the Quality Management System.
- Determined the sequence and interaction of these processes and illustrated them on the **Sequence and Interaction of Key Processes Appendix C** (Page 34) Process Flow Diagram

- Determined criteria and methods needed to ensure that the operation and control of the processes are effective, and documented them in quality plans, work instructions, and procedures.
- Ensured the continuing availability of resources and information necessary to achieve planned results and continual improvement of these processes.
- Established systems to monitor, measure, and analyze these processes and implement any changes needed to ensure that these processes achieve their intended results.
- Established processes to identify and implement actions necessary to achieve planned results and continual improvement of these processes.

KMD manages these and outsourced processes in accordance with the requirements of ISO9001:2015 and understands that ensuring control over outsourced processes does not absolve KMD of the responsibility of conformity to all customer, statutory and regulatory requirements.

5.4.2 DEFINITION AND CONTROL OF OUTSOURCING

Outsourced Processes (see below) are controlled by means of Process Design and Purchasing, (Control of Vendors and Customer Dictated Vendors).

Outsourcing of Special Processes: Heat Treat, Plating, Coating, NDT, and Chemical Processing

Limited: Machining, Grinding, Calibration, and Maintenance

6.0 LEADERSHIP

6.1 MANAGEMENT AND COMMITMENT

Responsibility: Management Team

KMD management is actively involved in maintaining the Quality Management System. It provides the vision and strategic direction for growth of the Quality Management System, and establishes quality objectives, quality policy, quality metrics, company and department rocks, and annual targets that are compatible with the context and strategic direction of the organization. To continue to provide leadership and show commitment to the improvement of the Quality Management System, senior management communicates the importance of fulfilling customer, legal and regulatory requirements through periodic communication meetings, the requirements for scorecards used in department Level 10 meetings, as well as by conducting planning sessions and management reviews to ensure the availability of resources. Top management has created an environment of continual improvement and supported other relevant management roles by the creation and maintenance of the *Organizational Chart*. “Delegate and Elevate” methods are key to promoting trust and empowerment, coaching, sharing knowledge, removing barriers, and a route to escalation. The Management Leadership Model defined in **Management Leadership Model**

6.2 CUSTOMER FOCUS

Responsibility: Management Team

KMD strives to identify current and future customer needs; to meet customer requirements and exceed customer expectations. Senior management ensures that customer requirements are transformed into clear requirements through the processes described in section 8.2, and that these requirements are met. The customer satisfaction measurement is described in section 9.2.1 “monitoring and measurements of customer satisfaction.”

6.3 QUALITY POLICY

Responsibility: Management Team

KMD management has defined a Quality Policy that is appropriate to the purpose of our organization and includes a commitment to continuous improvement. The Quality Policy addresses our commitment to comply with customer, and applicable statutory and regulatory requirements and is communicated and understood throughout the organization. The Quality Policy is reviewed for continuing suitability to support our strategic direction during management review ***KQF 9.3 Management Review Meeting*** and all department managers are responsible for communicating how the Quality Policy applies to each employee’s specific function. The Quality policy is the basis for creating our organizations Quality objectives and each area creates goals relevant to the support of these objectives. The Quality Policy manual is available to relevant interested parties, as appropriate, through controlled channels. To express KMD’s commitment to the Quality Policy the following Quality Policy Statement has been created:

6.3.1 QUALITY POLICY STATEMENT

“Kalyani Mobility Drivelines is committed to be a preferred partner for our customers by providing reliable innovative solutions. By controlling our quality objectives, we can achieve customer satisfaction. KMD will provide continuous improvement in all aspects of our quality process, while striving for the wellbeing of our employees and the environment

6.4 PLANNING

6.4.1 QUALITY OBJECTIVES

Responsibility: Management Team and Department Managers

Our quality objectives are appropriately cascaded throughout our organization’s structure and processes, linking the general strategic objectives to management objectives and down to specific operational activities. These activities are managed using Management meetings. To embrace the quality policy statement, we at KMD. are committed to meeting the following general strategic QUALITY OBJECTIVES:

- ***Decrease Quality Costs (Scrap/Rework) less than 2%***
- ***Improve On-Time Delivery 90% minimum***

6.4.2 QUALITY MANAGEMENT SYSTEM PLANNING

Responsibility: Management Team

The Quality Management System is documented and designed to guarantee that all products and processes meet all the requirements of our customers. Satisfaction of specified requirements is achieved through the effective implementation of all processes and related Quality System Procedures and work instructions in day-to-day activities. Quality Management System reviewing, or planning is performed prior to the addition of significant changes that have an impact on the organization's quality management system to minimize the risk of negative effects.

When planning for the KQMS, KMD considers the internal and external issues referred to in 5.1 and the requirements of interested parties in section 5.2 on page 33The goal of this planning is to address risks and opportunities to improve upon the KQMS, enhance desirable effects, prevent, or reduce undesirable effects and achieve improvement to the organization and the KQMS.

Formal planning occurs on an annual basis to ensure our processes are in line with our strategic direction. Actions to address these issues are assigned to integrate the changes, and to evaluate the effectiveness by monitoring department and company scorecards.

Additionally, the need for change may occur because of customer feedback or added requirements. Performance trends, audit results, organizational growth launch of new products or opportunities can all be reasons for change. Resource requirements, determination of responsibility and authority, training needs, and communication of the changes are considered where applicable. Any product or process changes are forwarded for management review.

6.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

6.5.1 RESPONSIBILITY AND AUTHORITY

Responsibility: Management Team

The ***Organizational Chart*** identifies the interrelation of personnel and departments within the organization. Position descriptions define the responsibility of each position in the organization. ***Authorization records*** and Procedure R&A are created for more detailed process responsibilities and authorities where applicable. To promote customer focus, all department managers report on the performance of their relevant areas of the quality management system and to identify issues and opportunities for improvement.

6.5.2 MANAGEMENT REPRESENTATIVE

Responsibility: Management Team and Quality Management System Representative

The Quality manager has been appointed the Management Representative who has the following responsibility and authority:

- *Intranet communication / company web site.*
- *Results of third party and internal audits.*

- *Communication meetings with employees.*
- *Accessibility of corrective action status on the computer to all concerned.*
- *Open order reports*
- *Email*
- *Supplier Quality Manual*
- *Purchase Orders*
- *Conference Calls*
- *FTP site*
- *Company Bulletin Boards*

6.5.3 INTERNAL COMMUNICATION

Responsibility: Management Team

Internal and External communication and feedback that is relevant to the Quality Management System is shared throughout the organization in the following ways:

- *Results of third party and internal audits.*
- *Communication meetings with employees.*
- *Accessibility of corrective action status on the computer to all concerned.*
- *Open order reports*
- *Email*
- *Purchase Orders*
- *Conference Calls*
- *FTP site*
- *Company Bulletin Boards*

6.6 MANAGEMENT REVIEW

Responsibility: Management Team

6.6.1 GENERAL

Senior management conducts a management review of the KQMS annually, at a minimum. This review ensures the continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the organization, assesses opportunities for improvement and the need for changes, including the quality policy and quality objectives. Records of the meeting assigned actions and the due dates are recorded and maintained for each review meeting in accordance with the ***Control of Records Procedure, KQSPP 4-024.***

6.6.2 REVIEW INPUT

The Management Review input includes:

- *Result of internal and external audits.*
- *Customer feedback.*
- *Review of Quality Metrics.*
- *Status of corrective actions.*
- *Follow-up actions from previous Management Review.*

- *Strategic or operational changes that could affect the Quality Management System.*
- *Improvement recommendations.*
- *Vendor Performance*
- *Review of issues of concern and risks and opportunities associated*

6.6.3 REVIEW OUTPUT

The Management Review Output comprises the minutes of the meeting and the resulting action items regarding:

- *Opportunities for improvement.*
- *Any need for changes to the quality management system.*
- *Resources needed.*
- *Risks identified*

7.0 RESOURCE MANAGEMENT

7.1 PROVISION OF RESOURCES

Responsibility: General Manager and Controller

KMD has implemented a quality management system that complies with ISO9001:2015 standards. This implementation was achieved with management commitment and with sufficient resources for the implementation. To effectively maintain, continually improve the system and enhance customer satisfaction by meeting customer requirements, management determines and provides the necessary resources, and considers the capabilities of existing internal resources, what needs to be obtained from external providers, and the people necessary.

7.2 HUMAN RESOURCES

Responsibility: Human Resource Representative and Department Managers

7.2.1 GENERAL

Anyone in KMD having an assignment associated with any of the processes of the Quality Management System is competent through education, skill, training, and experience as necessary. Requirements for education, skills, training, and experience are found in the job descriptions maintained by the Human Resource Representative.

7.2.2 COMPETENCE, TRAINING AND AWARENESS

Employee qualifications are reviewed upon hire and those records are maintained by human resources in accordance with the ***Control of Records Procedure, KQSPP 4-024***. If there are any differences between the employee qualifications and the requirements of the position, training is planned and completed to satisfy the position requirements. Once the training is completed, the results are evaluated to determine the effectiveness. Training and evaluation are conducted in accordance with the ***Competence, Training, and Awareness Procedure, KQSPP 6-022***. All

employees are trained on the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.

KMD has determined to the extent necessary persons performing work are:

- Aware of the Quality Policy
- Aware of relevant quality objectives
- Aware of their contribution to the KQMS effectiveness, including improved performance
- Implications of noncompliance to our KQMS requirements
- Relevant KQMS documented information and changes
- Their contribution to product conformity
- Their contribution to product safety
- The importance of ethical behavior

7.3 INFRASTRUCTURE

Responsibility: Management Team

KMD determines the needs for each new project or significant changes to an existing project. Consideration is given to the following:

- *Workspace.*
- *Facilities associated with the workspace.*
- *Equipment – hardware, software, and back-up.*
- *Services for support.*

7.4 WORK ENVIRONMENT

Responsibility: Management Team and Human Resources Manager

KMD considers and addresses many distinct aspects of the work environment. The most significant ones are listed below and can be a combination of human and physical factors:

- *Facilities.*
- *Health and safety.*
- *Environmental Laws and Regulations.*
- *Housekeeping and cleanliness.*
- *Work ethics.*
- *Special working environment such as air-conditioning, lighting, temperature, and humidity control.*
- *Social issues such as non-discriminatory, drug free, harassment free*

KMD has established an Environmental, Health and Safety Program. The HR Manager maintains the policies and procedures that support this program.

8.0 PRODUCT REALIZATION

8.1 PLANNING OF PRODUCT REALIZATION

Responsibility: Manufacturing Review Team and Processing

Product Planning is performed at the earliest phase of the contract, new product, or project. The Made to Manage System ***(M2M)*** addresses the following requirements:

- *Specific measurable quality objectives for contract, project and product are determined with consideration of aspects such as product and personal safety, reliability, availability, and maintainability, producibility and inspectable, suitability of parts and materials, selection, and development of embedded software.*
- *The timely identification of product characteristics and manufacturing processes and the acquisition of inspection and test equipment, fixtures, tooling, and skills that may be needed to ensure product quality.*
- *The identification of resources to support operation and maintenance of the product.*
- *The development of processes, documents, and the identification of suitable verification (process control, inspection, and test) at appropriate stages of manufacturing.*
- *The clarification of customer requirements and standards to be used for the acceptability of the product.*
- *The identification and preparation of quality records; and*
- *The configuration management is appropriate to the product.*

8.1.1 PROJECT MANAGEMENT

Responsibility: Manufacturing Review Team and Processing

As appropriate to the company and the product, the company plans and manages product realization in a structured and controlled manner to meet customer requirements at acceptable risk, within resource and schedule constraints.

8.1.2 RISK MANAGEMENT

Responsibility: Manufacturing Review Team

The ***Risk Management Procedure KQSPP 7-012*** describes how KMD has established a process for managing risk to the achievement of applicable customer requirements that includes as appropriate to the product:

- *The assignment of personnel responsible for risk management*
- *The definition of risk criteria*
- *The identification, assessment, and communication of risks throughout product realization*
- *The identification, implementation, and management of actions to mitigate risks that exceed the defined risk acceptance criteria: and*
- *The acceptance of risks remains after implementation of mitigating actions.*

8.1.3 CONTROL OF WORK TRANSFERS

Responsibility: Processing, Quality Manager, Manufacturing Review Team, Purchasing Department

The ***Control of Work Transfers, KQSPP 7-014*** describes temporary or permanent transfer of work by changing the source of supply or manufacturing method of a component or an assembly and is planned and approved using the **KQF 7.1-003 Rev 1 Job Order Checklist.** Once approved, the process is controlled and customer conformity requirements are verified in accordance with the ***Production Control Procedure, KQSPP 7-051.***

Work Transfers are defined as a:

- Change from manufacturing site A to manufacturing site B
- Change from an internally machined part to a purchased part or process
- Change from Supplier A to Supplier B

Possible reasons for the transfer of work include:

- Capacity Constraints (Emergency Work Transfer)
- Strategy (Second Source)
- Cost Reduction Initiatives
- Performance Improvements/New Technology
- Price Reductions for our customer

8.1.4 ORGANIZATIONAL KNOWLEDGE

Responsibility: Department Managers

KMD considers the specific knowledge necessary for each operation and considers this as a valuable resource to ensure our people and processes are consistent and will achieve conformity of the product and services provided by the Company. Specific organizational knowledge is defined, maintained and available to the extent necessary within appropriate procedures, travelers, work instructions, the master part file, etc.

8.2 CUSTOMER-RELATED PROCESSES

Responsibility: Quoting, Customer Service, Engineering, Processing, Manufacturing, Purchasing, Scheduling, Quality

8.2.1 DETERMINATION OF REQUIREMENTS RELATED TO THE PRODUCT *CLAUSE*

Prior to acceptance of a contract, the customer's requirements are defined and communicated to the functions responsible or affected (i.e.: Sales, Production, Purchasing, Quality Assurance, Production Control, Customer Service, etc.) to ensure that all the requirements are properly documented, and can be met, in accordance with **KQF 7.1-003 Rev 1 Job Order Checklist .**

8.2.2 REVIEW OF REQUIREMENTS RELATED TO THE PRODUCT

The scope of the work and all customer requirements, special requirements and associated risks are fully understood and if necessary, clarified with the customer as part of the contract review in accordance with ***Review of Requirements Procedure KQSPP 7-022***. Any discrepancies with the contract are completely resolved before acceptance of a contract. Amendments to contracts are reviewed in the same manner as the original contract with all affected and concerned parties. Evidence of contract reviews and associated documents, correspondence and forms are maintained and controlled in accordance with ***Control of Records Procedure, KQSPP 4-024***.

8.2.3 CUSTOMER COMMUNICATION

Responsibility: Customer Service/Account Managers

Formal communication channels are established and maintained between KMD and our customers to ensure that customer requirements are properly addressed. Internal communication channels are established and maintained between all the program team members to ensure that the customer requirements are known and always understood, and that cost, schedule, technical performance, and quality objectives are being achieved. The key communication procedures, forms, and avenues below address the customer communication:

- ***Corrective Action Procedure, KQSPP 8-052***
- ***KQF 7.1-003 Rev 1 Job Order Checklist***
- ***Nonconforming Product Procedure, KQSPP 8-03***
- ***Customer Complaint Log KQF-7.2.3-001***
- ***Customer Service Representatives***
- ***Customer Open Order Reports***
- ***Customer Web Sites***

8.3 DESIGN AND DEVELOPMENT

8.3.1 DESIGN AND DEVELOPMENT PLANNING

Responsibility: Engineering Manager

The ***Design and Development Procedure, KQSPP 7-003*** outlines the process for controlling the design and development process. The Engineering Department plans design and development according to this procedure. The design plan includes:

- Design and development stages including organization, task sequence, mandatory steps, significant stages, and method of configuration control,
- Required design reviews, verification, and validation appropriate to each design stage,
- Where appropriate, due to complexity, Mobility considers the following activities:
- Structuring the design effort into significant elements,
- For each element, analyzing the tasks and the necessary resources for its design and development. This analysis considers an identified responsible person, design content, input

data, planning constraints, and performance conditions. The input data specific to each element is reviewed to ensure consistency with requirements.

- Verification and validation methods appropriate to each design and development stage,
- Responsibilities and authorities for design and development,
- Identification of the technical interfaces required for the project,
- Updating of the design plan as the project progresses,
- The different design and development tasks to be carried out, defined according to specified safety or functional objectives of the product in accordance with customer, statutory and regulatory requirements.
- The consideration of the ability to produce, inspect, test, and maintain the product
- The need for customer acceptance
- Evidence of design planning and associated documents, correspondence and forms are maintained and controlled in accordance with ***Control of Records Procedure, KQSPP 4-024***.

8.3.2 DESIGN AND DEVELOPMENT INPUTS

Responsibility: Engineering Manager

Inputs relating to product requirements are determined and documented according to the ***Design and Development Procedure, KQSPP 7-003***. All inputs are reviewed for adequacy and completeness, and to resolve any ambiguous inputs. Inputs include:

- Functional and performance requirements.
- Applicable statutory and regulatory requirements
- Where applicable, information derived from previous similar designs
- Industry codes and standards
- Safety analysis
- Other requirements essential for design and development

8.3.3 DESIGN AND DEVELOPMENT OUTPUTS

Responsibility: Engineering Manager

Outputs of design and development are documented according to the ***Design and Development Procedure, KQSPP 7-003***. They are documented in a format that is suitable for verification against the inputs and are approved prior to release. Outputs:

- Meet the input requirements
- Provide appropriate information for purchasing and production
- Contain or reference product acceptance criteria
- Specify the characteristics of the product that are essential for its safe and proper use.

- Specify, as applicable, key characteristics and/or critical items in accordance with design or contract requirements and specific actions to be taken for these.

KMD defines the data required to allow the product to be identified, manufactured, inspected, used, and maintained is defined by the organization according to the ***Design and Development Procedure, KQSPP 7-003.***

8.3.4 DESIGN AND DEVELOPMENT REVIEW

Responsibility: Engineering Manager

The design plan specifies suitable stages of the project to conduct design and development review. Reviews take place according to the design and development procedure, design reviews:

- Evaluate the results of design and development activities and determine if they fulfill requirements
- Identify any problems and propose necessary actions
- Include representatives of functions concerned with the design and development stage being reviewed to authorize progression to the next stage.

8.3.5 DESIGN AND DEVELOPMENT VERIFICATION

Responsibility: Engineering Manager

Design verification is planned and performed to ensure that the design and development outputs have satisfied the design and development input requirements. Records of the results of the verification and any necessary actions are maintained according to ***Control of Records Procedure, KQSPP 4-024*** and the ***Design and Development Procedure, KQSPP 7-003***.

8.3.6 DESIGN AND DEVELOPMENT VALIDATION

Responsibility: Engineering Manager

Design and development validation is performed according to the design plan to ensure that the resulting product can fulfill the requirements for the specified or known intended use or application. Validation is completed prior to delivery whenever practicable. Records of the validation activities are maintained according to the design and development procedure.

8.3.6.1 DESIGN AND/OR DEVELOPMENT VERIFICATION & VALIDATION TESTING

Responsibility: Engineering Manager

Where tests are necessary for verification and validation, these tests are planned, controlled, reviewed, and documented to ensure and prove the following:

- Test plans or specifications identify the product being tested and the resources being used, define test objectives and conditions, parameters to be recorded, and relevant acceptance criteria
- Test procedures describe the method of operation, the performance of the test, and the recording of the results
- The correct configuration standard of the product is submitted for the test
- The requirements of the test plan and the test procedures are observed
- The acceptance criteria are met
- Monitoring and measuring devices used for testing shall be controlled and calibrated.

8.3.6.2 DOCUMENTATION OF DESIGN AND/OR DEVELOPMENT VERIFICATION AND VALIDATION

Responsibility: Engineering Manager

At the completion of design and/or development, the organization ensures that reports, calculations, test results, etc., demonstrate that the product definition meets the specification requirements for all identified operational conditions.

8.3.7 CONTROL OF DESIGN AND DEVELOPMENT CHANGES

Responsibility: Engineering Manager

The design and development procedure defines a process for identifying, recording, verifying, validating, and approving design changes. The review of design and development changes includes an evaluation of the effect of the changes on constituent parts and delivered product. Records are maintained to show the results of the review and any necessary actions identified during the review. Design and development changes are controlled in accordance with the configuration management process.

8.3.8 PRODUCT SAFETY

Responsibility: Engineering Manager

KMD is committed to planning, implementing, and controlling processes, as appropriate to the product, needed to assure product safety during the entire product life cycle. Acceptance Test Plans, Efficiency Testing, Finite Element Analysis are incorporated as required into the design process.

8.4 PURCHASING

8.4.1 PURCHASING PROCESS

Responsibility: Purchasing Manager

The selection of sources is based on their ability to supply products or services in accordance with our requirements and those flowed down by our customers prior to being added to our ERP system. The criteria for selection, evaluation and re-evaluation are established in accordance with the ***Purchasing Procedure, KQSPP 7-4***. The type and extent of control applied to the supplier and purchased product is dependent upon the effect that service or product has on the final product.

Suppliers are evaluated at intervals consistent with the nature of the product and the supplier's demonstrated performance in accordance with the **Non-conforming Product Procedure KQSPP 8-03**. Results of supplier performance evaluations are documented and maintained in accordance with ***Control of Records Procedure KQSPP 4-024***.

KMD is responsible for the quality of all products purchased from suppliers, including customer-designated sources defined by the customer.

8.4.2 PURCHASING INFORMATION

Responsibility: Purchasing Manager

The purchasing information describes the product to be purchased in the purchase order, the ***Purchasing Procedure, KQSPP 7-4***, including where appropriate:

- *Requirements for approval of product, procedures, process, and equipment.*
- *Requirements for qualification of personnel.*
- *Quality management system requirements.*
- *The identification and revision status of specifications, drawings, process requirements, inspection/verification instructions and other relevant technical data.*
- *Requirements for design, test, inspection, verification (including production process verification), use of statistical techniques for product acceptance, and related instructions for acceptance by KMD and as applicable critical items including key characteristics.*
- *Requirements for test specimens (e.g., production method, number, storage conditions), for design approval, inspection, investigation, and auditing.*
- *Requirements regarding the need for the supplier to:*
  - *Notify KMD of nonconforming product,*
  - *Obtain KMD approval for nonconforming product disposition,*
  - *Notify KMD of changes in product and/or process, changes of suppliers, changes of manufacturing facility location and, where required, obtain Mobility approval, and*
  - *Flow down to the supply chain the applicable requirements including customer requirements.*
  - *Record retention requirements*

- *Right of access by KMD, their customer, and regulatory authorities to the applicable areas of all facilities, at any level of the supply chain, involved in the order and to all applicable records.*

Purchasing information is reviewed for adequacy of the specified purchase requirements prior to communication with the supplier in accordance with ***Purchasing Procedure, KQSPP 7-4***

8.4.3 VERIFICATION OF PURCHASED PRODUCT

Responsibility: Logistics Manager and Quality Manager

Verification of Purchased Product Procedure, KQSPM 7-043 describes the process used to verify that purchased product meets specified purchase requirements. Purchased product is not used or processed until it has been verified as conforming to specified requirements unless it is released under positive recall procedure. If test reports are used to verify purchased product, the data must meet applicable specifications. Test reports for raw material are periodically validated.

When verification activities are delegated to the supplier the requirements are defined, and a register of delegations is maintained.

If KMD or our customers perform verifications at the supplier's premises, the verification arrangements and method of product release are documented in the purchasing information. Where specified in the contract, the customer or the customer's representative is given the right to verify at the supplier's premises and organization's premises that the product conforms to specified requirements.

8.5 PRODUCTION AND SERVICE PROVISION

8.5.1 CONTROL OF PRODUCTION AND SERVICE PROVISION

Responsibility: Plant Manager and Quality Manager, Processing

The ***Production Control Procedure, KQSPP 7-051*** identifies how KMD plans and carries out production and service provision under controlled conditions and the planning considers, as applicable:

The availability of information that describes the characteristics of the product (drawings, parts lists, materials, and process specifications).

- *The availability of work instructions (e.g., process flow charts, production documents, manufacturing plans, travelers, routers, work orders, process cards and inspection documents).*
- *The use of suitable equipment that may include product specific tools (jigs, fixtures, molds, and software programs).*
- *The availability and use of monitoring and measuring equipment*
- *The implementation of monitoring and measurement.*
- *The implementation of release, delivery, and post-delivery activities.*
- *Accountability for all products during manufacture (e.g., parts quantities, split orders, nonconforming product), part accountability to ensure nonconforming parts have been destroyed.*

- *Evidence that all manufacturing and inspection operations have been completed as planned, or as otherwise documented and authorized.*
- *Monitoring and control of utilities and supplies such as water, compressed air, electricity, and chemical products to the extent they affect product quality, and criteria for workmanship, which shall be stipulated in the clearest practical manner (e.g., written standards, representative samples, or illustrations).*

Planning shall consider as appropriate:

- *Establishing, implementing, and maintaining appropriate processes to manage critical items, including process controls where key characteristics have been identified.*
- *The design, manufacture, and use of tooling to measure variable data.*
- *The identification of in-process inspection/verification points when adequate verification of conformance cannot be performed at a later stage of realization, and*
- *Special processes (see 8.5.2).*

8.5.1.1 PRODUCTION PROCESS VERIFICATION

Responsibility: Plant Manager and Quality Manager

KMD utilizes a representative item for the first production run of a new part or assembly to verify that the production processes, production documentation and tooling are capable of producing parts and assemblies that meet customer requirements. This process is repeated when changes occur that invalidate the original results (e.g., engineering changes, manufacturing process changes and/or tooling changes) in accordance with the ***First Piece Approval Procedure, KQSPP 8-241.***

8.5.1.2 CONTROL OF PRODUCTION PROCESS CHANGES

Responsibility: General Manager, Programming, Quality Manager

KMD has identified personnel authorized to approve changes to production processes. Process changes are documented and approved by the industrial engineers, and when applicable by the regulatory authority or the customer in accordance with the ***Production Control Procedure, KQSPP 7-051.*** Results of these changes are assessed to confirm that the desired effect has been achieved without adverse effects to product conformity.

8.5.1.3 CONTROL OF PRODUCTION EQUIPMENT, TOOLS, AND SOFTWARE PROGRAMS

Responsibility: Plant Manager, Maintenance, Programming

Production equipment, tools and software programs are validated prior to use and controlled per ***Control of Production Equipment Procedure KQSPP 7-513.*** Validation prior to use includes verification of the first article produced to the design data/specification. Production equipment, tools and programs are maintained and

inspected periodically. Storage requirements, including preservation/condition checks, are established for production equipment or tooling in storage.

8.5.1.4 POST DELIVERY SUPPORT

Responsibility: Plant Manager, Quality Manager, Account Manager

KMD provides Post Delivery Service for our customers by investigating and reporting problems that are detected after delivery. These issues are controlled and documented in our Customer Complaint Log, Non-Conforming Product Procedure, and Corrective Action Procedure. Return Material Authorizations may be issued once investigation of claim has been completed.

8.5.2 VALIDATION OF PROCESSES FOR PRODUCTION AND SERVICE PROVISION

KMD validates any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies become apparent only after the product is in use or the service has been delivered. Records of these processes are maintained in accordance with ***Control of Records Procedure KQSPP 4-024.*** Validation demonstrates the ability of these processes to achieve planned results, which includes:

- *Defined criteria for review and approval of the processes.*
- *Approval of equipment and qualification of personnel.*
- *Use of specific methods and procedures.*
- *Control of the significant operations and parameters of special processes.*
- *Requirements for records.*
- *Revalidation.*

8.5.3 IDENTIFICATION AND TRACEABILITY

Responsibility: Quality Manager, Processing, Account Manager

KMD identifies the product throughout product realization according to the ***Identification and Traceability Procedure, KQSPP 7-053***, which includes where appropriate:

- *The identification of the configuration of the product to identify any differences between the actual configuration and the agreed configuration.*
- *Product is identified with respect to monitoring and measurement requirements throughout product realization.*

- *Controls for acceptance authority media such as stamps, electronic signatures, or passwords.*
- *Mobility controls and records the unique identification of the product wherever traceability is a specified requirement.*
- *Identification to be maintained throughout the product life.*
- *The ability to trace all products manufactured from the same batch of raw material or from the same manufacturing batch to the destination (e.g., delivery, scrap).*
- *For an assembly, the ability to trace its components to the assembly and then to the next higher assembly.*
- *For a given product, a sequential record of its production (manufacture, assembly, inspection/verification) to be retrieved.*

Records are maintained per the ***Control of Records Procedure KQSPP 4-024.***

8.5.4 CUSTOMER PROPERTY

Responsibility: Quality Manager, Processing

KMD exercises care with customer property while it is under the organization's control or being used. The ***Customer Property Procedure, KQSPP 7-054*** outlines the identification, verification, protection and safeguarding of customer property provided for use. If any customer property is lost, damaged, or otherwise found to be unsuitable for use, this will be reported to the customer and records maintained in accordance with the ***Control of Records Procedure KQSPP 4-024***.

8.5.5 PRESERVATION OF PRODUCT

Responsibility: Quality Manager

KMD preserves the conformity of product during internal processing and delivery to the intended destination in accordance with customer contractual requirements. This preservation includes identification, handling, packaging, storage, and protection. Preservation also applies to the constituent parts of a product. The organization ensures that documents required by the contract or order to accompany the product is present at delivery and is protected against loss and deterioration.

Preservation also includes where applicable in accordance with product specifications and applicable statutory and regulatory requirements, provisions for:

- *Cleaning*
- *Special handling for sensitive products*
- *Marking and labeling including safety warnings*
- *Shelf-life control and stock rotation, reference* ***Preservation of Product Procedure, KQSPP 7-055.***
- *Special handling for hazardous materials.*

8.6 CONTROL OF MONITORING AND MEASURING EQUIPMENT

Responsibility: Plant Quality Manager

KMD has determined the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements. The ***Control of Monitoring and Measuring Devices Procedure, KQSPP 7-06*** outlines the process used to ensure that monitoring and measurement to be carried out are carried out in a manner that is consistent with the monitoring and measurement requirements.

- *Calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards*
- *Adjusted or re-adjusted as necessary*
- *Identified to determine its calibration status*
- *Safeguarded from adjustments that would invalidate the measurement result*
- *Protected from damage and deterioration during handling, maintenance, and storage*
- *Be recalled according to a defined method when requiring calibration*

In addition, Quality Assurance assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. KMD takes appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained in accordance with ***Control of Records Procedure KQSPP 4-024.***

KMD maintains a register of these monitoring and measuring devices.

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application is confirmed. This is undertaken prior to initial use and reconfirmed as necessary.

KMD ensures that environmental conditions are suitable for the calibrations, inspections, measurements, and tests being carried out. ISO9001:2015 are utilized where necessary for guidance for the control of Monitoring and Measuring Devices.

KMD provides the resources needed to ensure valid and reliable results (e.g., equipment, database, certificates, traceability to recognized standards).

9.0 MEASUREMENT, ANALYSIS, AND IMPROVEMENT

9.1 GENERAL

Responsibility: Quality Manager

KMD plans and implements the monitoring, measurement, analysis, and improvement of processes as needed:

- *To demonstrate conformity of the product.*
- *To ensure conformity of the quality management system.*
- *To continually improve the effectiveness of the quality management system.*

These processes are identified in documented procedures and include determination of applicable methods, including statistical techniques, and the extent of their use.

According to the nature of the product and depending on specified customer requirements, statistical techniques can be used in accordance with the ***Measurement Analysis Procedure, KQSPP 8-01*** to support, where applicable

- *Process control,*
- *Selection and inspection of key characteristics,*
- *Process capability requirements,*
- *Statistical Process Control (SPC),*
- *Design of experiment,*
- *Inspection, and*
- *Failure Mode, Effect, and criticality Analysis.*

9.2 MONITORING AND MEASUREMENT

9.2.1 CUSTOMER SATISFACTION

Responsibility: Management Team

As one of the measurements of the performance of the quality management system, KMD monitors information relating to customer perception as to whether the organization has fulfilled customer requirements. Customer perception is defined by the utilization of customer websites, feedback, and customer data on delivered products, customer complaints, and corrective action requests and is reviewed by upper management on a regular basis. Deficiencies identified by these reviews are addressed and the effectiveness of the results is assessed.

9.2.2 INTERNAL AUDIT

Responsibility: Quality Manager

KMD conducts internal audits at planned intervals to determine whether the quality management system

- *Conforms to the planned arrangements (see 7.1), to the requirements of this International Standard and to the quality management system requirements established by the organization*

- *Is effectively implemented and maintained*

An audit program has been designed and implemented and identifies an audit schedule based on the importance of the areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency, methods, responsibilities, and requirements for planning and conducting audits, and for reporting and maintaining results, are defined, and documented in the ***Internal Audit Procedure, KQSPP 8-022.***

The management responsible for the area being audited is responsible for ensuring that 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. Internal Audit records shall be maintained in accordance with ***Control of Records Procedure KQSPP 4-024.***

9.2.3 MONITORING AND MEASUREMENT OF PROCESSES AND PRODUCT

Responsibility: Quality Manager

The ***Monitoring and Measurement of Processes (Inspection & Test) Procedure, KQSPP 8-023*** describes the methods for monitoring and, where applicable, measurement of the quality management system processes. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action is taken, as appropriate. In the event of process nonconformity, the organization:

- *Takes appropriate action to correct the nonconforming process*
- *Evaluates whether the process nonconformity has resulted in product nonconformity*
- *Determines if the process nonconformity is limited to a specific case or whether it could have affected other processes or products*
- *Identifies and controls the nonconforming product in accordance with clause 8.3.*

The process for identifying and carrying out the required monitoring and measuring of manufacturing processes is documented in the ***First Piece Approval Process Procedure, KQSPP 8-241***

9.3 CONTROL OF NONCONFORMING PRODUCT

Responsibility: Quality Manager, General Manager

KMD ensures that products which does not conform to product requirements is identified and controlled to prevent unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product including product returned by a customer, are defined in the ***Control of Nonconforming Product Procedure, KQSPP 8-03*** where applicable. In the event of a customer complaint, stock sweeps are initiated when applicable.

KMD does not use dispositions of use-as-is or repair, unless specifically authorized by the customer, if the nonconformity results in a departure from the contract requirements. Dispositions of use-as-is or repair

shall only be used after approval by an authorized representative of the organization responsible for design.

Product dispositioned for scrap is conspicuously and permanently marked, or positively controlled, until physically rendered unusable.

In addition to any contract or regulatory authority reporting requirements, the KMD system provides for timely reporting of delivered nonconforming products that may affect reliability or safety. Notification includes a clear description of the nonconformity, which includes as necessary parts affected, customer and/or organization part numbers, quantity, and date(s) delivered.

Responsibility for review and authority for the disposition of nonconforming products and the process for approving personnel making these decisions is defined in the procedure. Records are maintained in accordance with ***Control of Records Procedure KQSPP 4-024.***

9.4 ANALYSIS OF DATA

Responsibility: Management Team

KMD determines, collects, and analyses appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the quality management system can be made. Appropriate data includes data generated because of monitoring and measurement and from other relevant sources. The analysis of data provides information relating to:

- *Customer satisfaction*
- *Conformance to product requirements*
- *Characteristics and trends of processes and products including opportunities for preventive action*
- *Suppliers*

The process for determining, collecting, and analyzing this data is defined in the Management Review section 6.6 of this manual.

9.5 IMPROVEMENT

9.5.1 CONTINUAL IMPROVEMENT

Responsibility: Management Team

KMD continually improves the effectiveness of the quality management system using the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions, and management review.

Implementation and improvement activities are monitored, and the results are evaluated for effectiveness.

9.5.2 CORRECTIVE ACTION

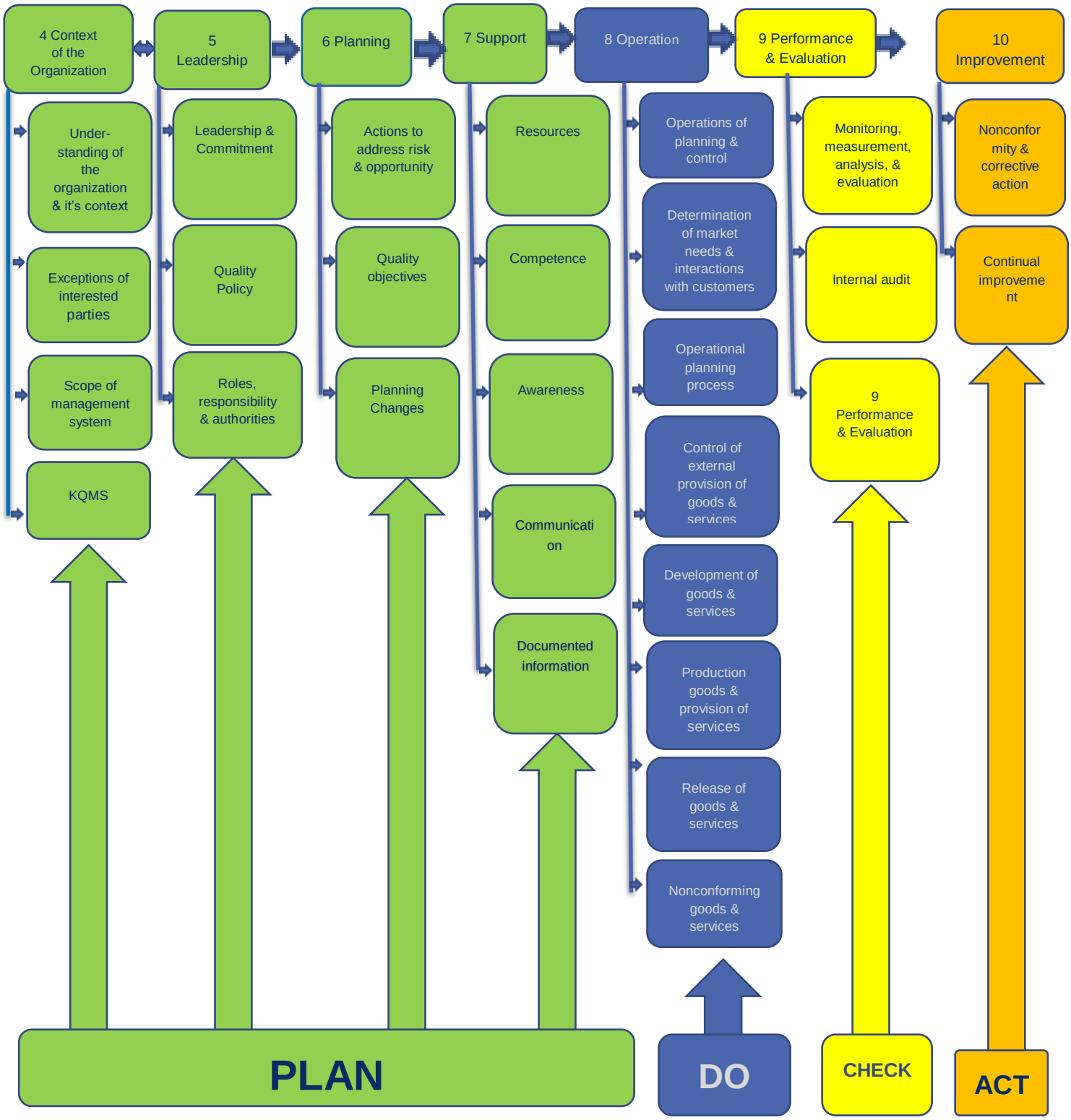
Responsibility: Quality Manager, Management Team

KMD takes action to eliminate the cause of nonconformities to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. The ***Corrective Action Procedure, KQSPP 8-052*** defines requirements for:

- *Reviewing nonconformities (including customer complaints)*
- *Determining the causes of nonconformities, including if applicable, human factors*
- *Evaluating the need for action to ensure that nonconformities do not recur*
- *Determining and implementing action needed*
- *Records of the results of action taken,* ***Control of Records Procedure KQSPP 4-024***
- *Reviewing corrective action taken*
- *Flow down of corrective action requirements to a supplier when it is determined that the supplier is the result of the nonconformity*
- *Specific actions where timely and/or effective corrective action is not achieved*
- *Determining if additional nonconforming product exists based on the causes of the nonconformities and taking further action when required*

KMD has a containment action process to ensure that all products for a lot or a batch are evaluated and controlled to prevent additional nonconforming parts from being shipped to the customer.

REVIEWED AND APPROVED BY: AARON JAMROG



Example of Relevant Interested Parties and Their Requirements

APPENDIX B

Interested Party	Concern - Requirements	Risk\issues	Opportunity	Monitor
KMD	**(C)** Impact on our reputation, and ability to produce. **(R)** Add value to the local economy	Demands which reduce profits	Promotes development, good public relations	Community newsletters, membership in community organizations
Customers - Alliances	**(C)** Their reputation, quality, delivery, and price are impacted by ours. **(R)** On Time Delivery, Quality Rating, Price, Contract Flow Down	Customer Satisfaction, our reputation is tied to theirs	Source of referrals to new customers, increased sales	Management Review Contract Review
Employees	**(C)** Is it stable? Do they have pride of workmanship? **(R)** Adequate resources, compensation, path forward within the organization, safe environment	Controls product quality	Source of innovation	Annual Performance Reviews
Management	**(C)** Responsible for the direction of the company **(R)** Prioritize, and agree on requirements and then control change and communicate to stakeholders	Not reacting quickly enough to issues	Allocation of resources	Weekly Meetings, Annual Planning, Quarterly, Management Review
Regulators - Certifying Bodies	**(C)** Mandate requirements, issue certificates, licenses, etc. **(R)** Compliance	Not managing changes	Good Rating, Global View of KQMS	Audits, Management Review, Contract Review
Suppliers	**(C)** Their reputation and their influence on our quality, delivery, price **(R)** Paid promptly, opportunity for increased sales, clear instructions	Nonconformance	Superior Performance	Management Review Metrics,

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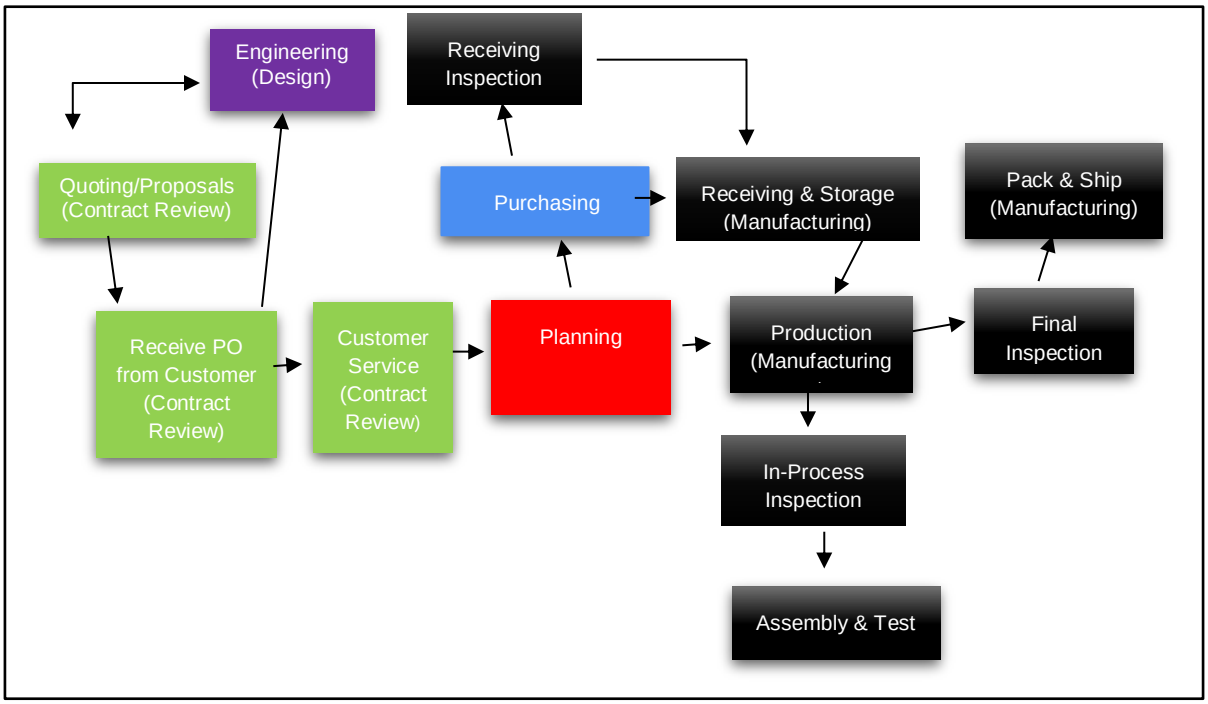
SEQUENCES AND INTERACTIONS OF KEY PROCESSES

APPENDIX C



Key Process

- CONTRACT REVIEW
- DESIGN
- PURCHASING
- PLANNING
- MANUFACTURING

Support Process Legend

Management/Leadership

Risk Analysis

Customer Satisfaction

Corrective Action & Improvement

Internal Audits

Training

Quality Lab

Outsourced Processes