



Elder Engineering (Herts) Quality Manual

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4.0 CONTEXT OF THE ORGANISATION

4.1 CONTEXT

ELDER ENGINEERING (HERTS) LTD was formed in 1980 to supply engineering plastics in rod, plate and tube form. By demand, the product range developed to include various types of quality plastics and rubber materials in a variety of forms such as semi-finished stock shapes, plastic coatings, machined components, mouldings and other similar products.

The Company now has the capability via its CAD drawing system and CNC machining centres to produce complex machined shapes to the most stringent requirements.

Suitable distributor, stockist and agency relationships have been set up with specialised manufacturing companies offering first class products.

ELDER ENGINEERING (HERTS) LTD only use suppliers, or manufacturers who exhibit quality standards, such as UKAS, EASA., ISO 9001 and similar, or others without such approvals, who satisfy ELDER ENGINEERING (HERTS) LTD that their quality meets the intended purpose of our requirements.

ELDER ENGINEERING (HERTS) LTD continues to develop its product base, with the intention of being able to offer their customers additional non-metallic materials and processing techniques as they become available. We are always aiming for zero rejects so that total confidence is maintained by our customers.

The Quality Manual and supporting documents describes in detail how ELDER ENGINEERING (HERTS) LTD is ensuring that all requirements relating to quality are recognised and adhered to in all departments.

4.2 INTERESTED PARTIES

The business plan is used to communicate additional information on the internal and external issues facing the company, the needs and expectations of interested parties and an overview of business risk.

4.3 SCOPE OF THE MANAGEMENT SYSTEM

The management system covers all of our activities. With one exception all of the requirements of AS9100 are applicable to the business. This exception is design and this is explained in more detail in the relevant section of this manual.

For the purposes of certification the Elder Engineering's activities are detailed below:-

Acting as a stockist for a wide range of non-metallic engineering materials.

The precision machining of components in metallic and non-metallic materials, in accordance with customers' drawings and specifications.



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4.4 QUALITY MANUAL SYSTEM AND ITS PROCESSES

Elder Engineering has developed processes, systems and controls to enable it to provide products and services for its customers, that meet their requirements and the requirements of AS 9100 Rev C and BS EN ISO 9001: 2008. The system is also designed to address any applicable statutory and regulatory requirements.

We have determined the processes needed for an effective management system and we have ensured that these processes can be subject to relevant monitoring and measurement to that enables us to analyse the results and effect improvement were required.

All outsourced processes are controlled via documented procedures and are clearly communicated to our business partners.

Elder Engineering has a documented statement describing its quality policy and objectives

Elder Engineering Ltd.'s Quality Assurance System is described and governed by "Level 1" Quality Assurance Manual, which is maintained at a controlled status.

The Quality Manual is supported by "Level 2" Management Procedures, which set out the operations of the Company in detail. These procedures include those required by AS 9100 and are themselves supported by documented Work Instructions and Operating Procedures, which are issued to the Company's Employees and Suppliers on the Company's standard forms. The relationship of these forms is shown on the Company's Document Matrix, which is also maintained as a controlled document.

All of these documents and instructions are subject to periodic review and revision.

It is Company policy that all its personnel have access to the Quality System documents and customers and regulatory authorities will also be given access when this is required.

Documented Information Control

Elder Engineering has procedures covering all aspects of Document Control.

The systems described in the procedures have been designed to ensure that the documents, which make up the system, are recorded, changes to them are documented and document issues raised and updated copies of the documents are provided to recorded locations and obsolete documents withdrawn.

The Managing Director operates the system, which controls the Quality Manual, Quality Procedures and all supporting documentation. These documents are subject to periodic review to confirm their continuing suitability.

Reference Standards and Other External Reference Documents

The Managing Director, or his nominated representative, is responsible for the control of reference standards, including regulatory requirements. Elder Engineering subscribes to a "Commercial Information House" and is kept up to date on changes to Standards.

The Managing Director is responsible for purchasing relevant standards when required; obsolete standards shall be stamped "For Information only."

When customers issue their own internal specifications, these shall be placed in the Customer's Order File and updated when revised specifications are issued. Obsolete specifications shall be destroyed.



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Engineering Drawings and Specifications

The Managing Director, in conjunction with the CAD/ CAM Engineer controls engineering drawings; sketches and supporting documentation. All technical information produced by the Company in the course of performing design work is controlled by the CAD/ CAM Engineer.

Software

The Managing Director is responsible for control of design software and ensuring safe, secure storage of duplicate data in case of corruption or loss of current data.

Production is responsible for control of machine tool software. In the majority of cases, the work processed is a "one off" and there is no requirement to back up the program. When it is known that the job will be repeated, the production member running the job is responsible for ensuring that a backup is taken and stored securely.

Records

The Managing Director shall ensure that all Quality Records are controlled. All Records shall be returned to the Managing Director after use. Records shall be retained permitting ready access and retrieval. Disposal of Quality Records shall only be authorised by the Managing Director

Computerised Records

The Managing Director is responsible for ensuring that all information stored on computer is backed up on a regular basis and that the backups are kept safely.

5.0 LEADERSHIP

5.1 LEADERSHIP AND COMMITMENT

The Organisation's Managing Director demonstrates his commitment to the development and implementation of the Quality Management System by attending regular meetings and reviewing and approving all Quality Documentation prior to it being issued.

He is responsible for establishing a relevant Quality Policy and quantifiable objectives and for providing the resources to ensure that these are achieved.

5.2 CUSTOMER FOCUS

Each manager is responsible for ensuring that all members of staff in their departments are aware of importance of meeting the customer's requirements as well as conforming to all statutory and regulatory requirements placed on the Organisation.

This encompasses the underlying objective to provide conforming products and services and maintain that within agreed on time delivery. All employees are committed to this goal and the implementation of appropriate action if these requirements are not or will not be achieved.

5.3 QUALITY POLICY

The objective for quality is to maintain this documented quality system to the requirements of the standards, AS 9100 Revision D and BS EN ISO 9001-2015 and ensure that all actions called for in the document are implemented and maintained

It is essential that the quality policy is relevant to our organisational goals and the expectations of our



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customers. An important part of achieving this is to ensure that the policy is understood, implemented and maintained at all levels of our organisation.

5.4 MANAGEMENT RESPONSIBILITIES

Elder Engineering has placed with its Directors and Managers, the responsibility for ensuring that all of the functions within their individual area of control are operated in conformance with the Standard as interpreted by this Manual and the supporting documentation.

The Company's Organisation Chart and individual responsibilities are shown in Appendix 2.

Management Representative

Irrespective of any other duty, the Managing Director is defined as the Management Representative and has the defined responsibility and authority to effectively manage the system and has the reporting access to the board to enable him to resolve any issues pertinent to the management system.

6.0 PLANNING

6.1 ACTIONS TO ADDRESS RISKS AND OPPORTUNITIES

We have always provided a documented business plan that outlines the strategic direction for the business. This is a valuable communication tool. Within this document we have completed a SWOT analysis to identify issues facing the business and this has generated the identification of risks and opportunities as well as actions to mitigate address or exploit them.

6.2 QUALITY OBJECTIVES

Elder Engineering recognises the need to plan to achieve the necessary quality of service in all its operations. This is achieved by means of documented quality objectives, which are quantifiable, the extension of these objectives to suppliers and the preparation of suitable Standard Forms to control and monitor the Company's activities.

Our system is planned around the issues identified within the scope and context of the business and our interactions with interested parties. This allows us to define actions to identify and address and evaluate the risks and opportunities affecting the business.

7.0 SUPPORT

7.1 RESOURCES

7.1.1 General

We have determined and undertake to provide the resources needed by the business for the establishment, implementation and maintenance of the management system.

7.1.2 People

We have determined and will provide the persons needed for the effective implementation and maintenance of the system and for the control and operation of our processes

7.1.3 Infrastructure

The Company has the specialised equipment and premises necessary for the handling, storage and machining of materials in-house.



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The equipment available includes CNC controlled machinery, material handling equipment, specialised racking and secure weatherproof storage areas

Elder Engineering also has the necessary data processing equipment, both for administrative purposes and for supporting the Design and Manufacturing activities.

Equipment, which is critical for health and safety, such as compressors is subject to a routine maintenance programme performed either by the manufacturer's service engineer, or a servicing company approved by the manufacturer.

On an annual basis this equipment is inspected by the Company's insurers, who issue an inspection certificate as evidence that the equipment has been inspected and is safe to use.

Routine maintenance, such as lubrication, and cleaning of process equipment is carried out by the Company's production workers on an as-required basis.

7.1.4 Environment for the Operation of Processes

It is Company policy that all working areas are satisfactorily illuminated and ventilated. Controls include the ability to review and monitor noise and humidity and to provide effective controls on temperature. Any special storage conditions for materials are noted and acted on.

7.1.5 Monitoring and Measuring Resources

It is Elder Engineering's policy that measuring and test equipment is calibrated in accordance with the of the Company's documented Procedures and Work Instructions. Any equipment that is used for reference only will be clearly labelled as such.

Elder Engineering Ltd.'s items of measuring equipment are exclusively concerned with linear measurement; these are maintained at an appropriate level of calibration. The Company's primary in-house calibration standard is a set of inspection-grade slips, which are calibrated by a UKAS approved calibration house, and hence are traceable back to a National Standard.

Elder Engineering has developed a system for clearly indicating the calibration status of all measuring equipment.

The Company ensures that all inspections and tests are carried out under suitable environmental conditions.

When it is discovered that a piece of equipment used for inspection purposes was out of calibration, the validity of previous inspection and test results shall be assessed and documented. If the results are such that they could affect the service provided by the components supplied by the Company, the Quality Engineer and Managing Director shall agree on the corrective action with the customer.

7.1.6 Organisational Knowledge

We believe that the full and thorough documentation of our system is an effective way of managing and protecting our organisational knowledge. The review of risks associated with personnel changes allows us to introduce mitigating action to minimise the threat to the organisational knowledge.

7.2 COMPETENCE

New Employees

At the commencement of employment, all new employees shall be given an induction course in the specific area of responsibility and work for which they have been employed. Close supervision shall be maintained until they are deemed, by their immediate supervisor to be proficient.

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Existing Employees

From time to time it may be necessary to train existing employees in new techniques. This is achieved by on-the-job training supervised by competent members of staff and in-house discussions, or via approved, external training courses.

In those instances when new equipment is installed, the equipment manufacturer frequently provides training for selected members of staff, both in-house and, when necessary, at the equipment supplier's premises

Records

Records of management training and areas of competence are recorded on individual personnel files. The levels and areas of competence of works and office personnel are recorded on the Competence Matrix, the Matrix is, when necessary, supported by records of specialist training undertaken by individuals.

7.3 Awareness

We ensure that all our employees are aware of the implications of not following the system, the quality policy, their contribution to the effectiveness of the business and the system. This also covers their contribution to product safety, product conformity and the importance of ethical behaviour. This is covered in policies, direct discussion and information on notice boards

8.0 OPERATION

8.1 OPERATIONAL PLANNING AND CONTROL

As part of the planning for the provision of the products and services it provides, Elder Engineering establishes and documents the processes necessary to meet the customer's requirements and to verify that these have been met.

We have defined and incorporated product and service objectives into our procedures with the aim of ensuring we have effective processes in place.

We plan and manage our operational activities in a structured and controlled manner to meet the requirements at acceptable risk, within resource and schedule constraints.

8.1.1 Operational Risk Management

We have established, implemented and will maintain a process for managing risk to the achievement of applicable requirements, that includes

- assignment of responsibilities for risk management
- definition of risk criteria (e.g., likelihood, consequences, risk acceptance)
- identification, assessment and communication of risks throughout our processes
- identification, implementation and management of actions to mitigate risks that exceed the defined risk acceptance criteria, and
- acceptance of risks remaining after implementation of mitigating actions

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8.1.2 Configuration Management

Although Elder Engineering is not involved in any conceptual design-work it does assist customers in the development of components/assemblies. In those instances when the build status of an assembly or the revision status of a component affects the interchangeability of the assembly/component the customer shall be informed and the identification of the build status/revision status shall be clearly identified on the assembly/component. In addition the release documentation shall contain this information and clearly state any restrictions on the item's eligibility, if these are known.

We also carry out risk based reviews for any changes to existing product information from customers to ensure we play our part in maintaining effective configuration management.

We have built into to our purchasing and supplier control procedures a process to plan and control the temporary or permanent transfer of work to a supplier and where required due to work load or failure, from one supplier to another supplier to ensure we can verify the conformity of the work to requirements.

8.1.3 Product Safety

As a sub contract manufacturer we are not fully involved in all stages of the determination of product safety for what we make.

We do ensure that we have all of the relevant information provided by the design authority and undertake to provide our products and services

8.1.4 Prevention of Counterfeit Parts

We have taken steps to document our approach to the detection and prevention of counterfeit parts

8.2 REQUIREMENTS FOR PRODUCTS AND SERVICES

8.2.1 Customer Communication

We ensure we have effective communication channels with our customers to handle enquiries, feedback, and information on changes. This extends to the controls required for their property including intellectual property and providing information on products and services

8.2.2 / 8.2.3 Determination / Review of the Requirements for Products and Services

Elder Engineering operates a system of quotation and order review to ensure that:-

- the requirements of all orders are adequately defined, documented, understood and agreed with the customer,
- all statutory or regulatory requirements related to the product, whether or not these are stated by the customer are considered,
- any differences between the requirements and prices detailed in the quotation and the order received, are resolved with the customer and documented, before the Company accepts the order,
- the Company has the capability and resource to meet the contractual requirements, including the required date of delivery
- the risks associated with new methods of working or very short delivery times are evaluated



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- we understand and agree to any required post-delivery activities such as warranties and maintenance requirements although these generally do not appear as requirements from our customers
- any special requirements such as particular processing or finishing

The Company also receives formal "invitations to tender" and contracts and these are reviewed in a similar manner to quotations and orders. In addition, a review is made of the proposed contract conditions.

Where an ongoing contract is involved, or whenever it is a condition of the contract, specific reviews will be held with the customer at appropriate stages during the life of the contract.

8.2.4 Changes to Requirements for Products and Services

We ensure the relevant systems and documentation is amended and that relevant personnel are advised when the requirements for products or services are changed.

8.3 DESIGN AND DEVELOPMENT OF PRODUCTS

The Company is not involved in any conceptual engineering design work. It does however produce engineering drawings of components from sketches provided by its customers. An integral part of this process is the development of the component to facilitate production.

8.4 CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS & SERVICES

8.4.1 General

We take measures to ensure that externally provided products, processes and or services conform to our requirements and the requirements of our customers.

We will use customer dictated external providers where relevant and we take responsibility for the conformity of the products or services provided. We will advise customers of failures and issues encountered with their dictated providers.

We review the risks associated with all external providers and require all external providers tier down the appropriate controls to their external providers.

8.4.2 Type and Extent of Control

It is the policy of Elder Engineering that only approved companies are used for the supply of materials and services. We have based approval around a risk based system and maintain three categories of suppliers. Cat A suppliers are either outsourced processors or suppliers capable of providing full material traceability to AS 9100 customers. These are subject to a detailed approval process prior to the placement of orders. Cat B suppliers are generally but not exclusively ISO 9001 capable and are evaluated through controlled use. Cat C are suppliers that have no direct impact on our products or services.

Suppliers nominated by the customer shall be subject to the same controls as those identified and selected by Elder Engineering.

8.4.3 Information for External Providers

The purchase order shall contain all the information necessary for the supplier to meet Elder Engineering's and the customer's requirements. Particular attention shall be paid to the release certification required and purchase orders shall not be placed on suppliers unable to provide the

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correct documentation. Clear structuring to our requirements including record keeping are specified in our Terms and conditions document.

When specified by the customer in the sales order, Elder Engineering shall include a clause in their purchase order that, Elder Engineering, and its customer and, when appropriate, the representative of the regulatory authority shall be afforded the right to visit the supplier's premises to verify that the requirements of the purchase order are being met.

It is Company policy that the release certification issued by suppliers of materials is verified at appropriate intervals.

8.5 PRODUCTION AND SERVICE PROVISION

8.5.1 Control of Service Provision

Elder Engineering provides for its customers a stock holding service for non-metallic materials and a precision machining service.

The "processing" of materials received for stock consists of verifying deliveries against orders, ensuring that the stock is placed in the correct storage area and its location recorded on the computer system for ease of retrieval. The final processing carried out by the Company is to ensure that the materials are appropriately packed prior to despatch and the delivery address is correct.

Elder Engineering operates a stock control system, which is controlled according to documented procedures and ensures that the current stock levels of all products can be determined at all times. On selected materials, when stocks fall below minimum levels, supplies are re-ordered.

In addition, on-going stock takes are conducted to verify that stock levels are as indicated on the computer. Detailed Work Instructions define the storage requirements of products that have limited shelf lives.

The majority of manufacturing carried out by Elder Engineering is the machining materials in accordance with engineering drawings supplied by the customer, or produced in-house and approved by the customer, to produce precision components.

CNC machining now occupies a significant position in Elder Engineering Ltd.'s manufacturing processes.

On receipt of a new component, which can be processed on a CNC machine, the necessary CNC programs shall be prepared, proved and allocated a unique number.

Following the successful proving of the programs, the details are entered in the Program Register, held on the server. The programs themselves shall be backed up onto a suitable magnetic media and stored in a secure place.

All tooling in storage is periodically checked for condition and adequate protection.

8.5.2 Identification and Traceability

Purchased Products

All deliveries of 'bought-in' product(s) shall be inspected on receipt; the details of the products entered into the computer system and a label attached to the product(s) and the delivery paperwork. The label shall detail the Part Number/Material Type, description, size, Elder Engineering's Batch Number and the supplier's batch number and expiry date (if applicable).

Machined Components

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The Works Order issued to the Machine Shop shall detail the material to be used, taking into account the customer's requirements for traceability and certification.

The machinist(s) shall ensure that material they use is exactly as described on the 'Works Order'. If there is any doubt, or if additional material is required the machinist shall ask Technical Support (Production) for clarification, or the allocation of other material

On completion of the manufacturing process, the machinist shall record the size and details of the 'off-cuts' on to the 'works order' and return this to Technical Support (Production).

The finished product shall be labelled with the material name and dimensions, or drawing number, batch number and customer name.

The 'off-cuts' shall be identified with the material name, batch number and dimensions.

When a new manufacturing process is introduced, the process shall be validated by appropriate inspection and/or test methods prior to being used for production items.

When the process is carried out by a subcontractor, the subcontractor is required to validate the process. When a new subcontractor is used for process which had previously been validated by a different source, the new subcontractor shall be required to re-validate the process.

The company shall maintain control of all special processes, such as plating, which form part of the manufacturing operations, or required safety precautions. Special processes shall be performed by specialist subcontractors who hold an approval acceptable to Elder Engineering.

Equipment, essential processing environments and personnel qualifications shall be in accordance with the contract or established procedures and be subject to approval or certification to the satisfaction of the customer.

8.5.3 Property belonging to Customers or External Providers

All customer-supplied materials are received at Goods Inwards and the delivery verified to confirm that the materials/ fittings received are as described in the supporting documentation; and that they are undamaged.

The customer shall be informed in writing of any discrepancies or damage noted during the verification process.

When verification is complete, the materials/fittings shall be placed in the Stores and their receipt recorded in the Goods Inwards Register (Batch book) or the computer system as appropriate

All materials, supplied by a customer shall be clearly labelled, so that the product can be traced back to the customer with the use of the computer system.

Fittings or tooling shall be clearly identified as belonging to the customer.

It is Company policy that customer's intellectual property rights are respected and customers' drawings and specifications are not shown to third parties without the express written consent of the customer.

Outside of any normal commercial considerations the organisation does not provide any post delivery service activities and the products supplied are not given a structured warranty period.

8.5.4 Preservation

Elder Engineering has established, documented and maintains procedures for the handling and storage of materials and components such that damage and deterioration are minimised and identification maintained.

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The computerised stock control system includes the facility to monitor materials with a limited shelf life and indicates those whose shelf-life has expired. The system also ensures that only the materials with residual shelf-lives which meet customers' requirements are picked and despatched.

Packaging is always designed to give maximum protection to our materials and components. The types of transport to be used and the probable storage conditions that shall be encountered shall be taken into consideration.

Packaging is prepared in accordance with the Company's written instructions. In those instances where a customer specifies a particular method of packaging/preservation, these shall be incorporated into Elder Engineering's documented instructions.

Included in the Company's "Register of Approved Suppliers" are a number of transport companies and couriers, who are used to deliver materials and/or components when required.

8.5.5 Post Delivery Activities

Outside of any normal commercial considerations the organisation does not provide any post delivery service activities and the products supplied are not given a structured warranty period.

8.5.6 Control of Changes

We ensure that we review and control all changes for service and product provision to ensure continuing conformance with requirements.

8.6 RELEASE OF PRODUCTS AND SERVICES

The achievement of the customer's requirements with regard to product quality and delivery times demonstrates that the company's processes are monitored and controlled. The Company's workforce is continually monitoring the performance of the production machinery by means of first article and stage inspections of components.

All materials and components supplied to Elder Engineering are inspected before further processing can take place to ensure that they conform to specified requirements.

All materials and components supplied by Elder Engineering are inspected at clearly defined stages in the supply/manufacturing process in accordance with documented instructions to ensure that they conform to specified requirements. The results of the inspections are documented and recorded.

A representative component from the first production run of a new part shall be given a full first article inspection, which shall be documented. In those instances when a change of machine and/or tooling is such that it invalidates the previous first article inspection, the first article inspection shall be repeated.

Records shall be kept of all first article inspections.

8.7 CONTROL OF NON-CONFORMING OUTPUTS

Elder Engineering operates according to documented procedures that control materials and components that fail to meet specified requirements, both for in-house processing and for work carried out by sub-contractors.

These procedures, which include the defined managerial responsibilities for the stages in the process, deal with the identification and segregation of non-conforming items to prevent inadvertent use, the reporting and recording of non-conformity, the completion of concession requests, the results of remedial actions, and the recording of rejects and their disposition.

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9.0 PERFORMANCE EVALUATION

9.1 MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION

9.1.1 General

Elder Engineering has developed procedures to demonstrate that the

- Materials and components processed/ supplied meet customers' requirements;
- Management System meets the requirements of the standard
- Effectiveness of the Quality System is being continuously improved.

9.1.2 Customer Satisfaction

It is the policy of Elder Engineering to obtain and document as much information as possible from customers, on how the Company's services are regarded.

This is achieved by means of correlating and analysing feedback from sales visits and telephone calls and any information provided by customers.

The review of customer satisfaction will include the above data as input and will also include the review of on time delivery performance as a key metric to the determination of satisfaction.

9.1.3 Performance Evaluation

All the available data relevant to Elder Engineering's operations is correlated; analysed and presented at the Planning Meeting. The Meeting considers if there are any discernible trends and if the Company has met its documented objectives.

Areas where improvements are required shall be identified and the success of previous actions reviewed.

9.2 INTERNAL AUDITS

A planned programme of internal quality audits has been established in order to:

- 1) Identify any areas where the procedures set out in the Manual and its supporting documentation are not being carried out correctly.
- 2) Identify any areas where the procedures are ineffective and need to be amended.
- 3) Analyse the effectiveness of corrective action arising from previous audits.
- 4) Provide the documented basis for discussion of the effectiveness of each area of the Quality System at review meetings.

It is Company Policy that internal audits are conducted by a suitably qualified auditor who is not involved in the day-to-day running of the Company.

The findings of all internal audits are assessed at Planning Meetings to determine the effectiveness of the current Quality System. These meetings shall also consider quality assessments carried out by customers or third party assessors.

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9.3 MANAGEMENT REVIEW

Regular planning meetings are held at least once a month when the Company's performance is reviewed to establish how it has met the documented quality objectives.

Particular attention is paid to the feedback from customers, which indicate where improvements in the Company's processes are required. It is recognised that meeting customer requirements is a prime objective of the system.

The results of all quality audits are considered together with any recurring quality problems, which have arisen. Preventive actions to stop problems arising and corrective actions taken to prevent problems recurring are proposed and the effectiveness of previous preventive and corrective actions reported on.

Records are kept of these meetings and of the effectiveness of corrective actions.

10. IMPROVEMENT

Nonconformity and Corrective Action

Elder Engineering has established procedures for the control of corrective action and a properly documented concession system is in operation.

Customer complaints, concession requests and in-house rejection reports provide the basis from which the underlying causes of the non-conformances can be made, thus enabling us to implement the necessary corrective action.

Non-conformances on the part of our subcontractors and suppliers are detected by our inspection operation, which is instrumental in initiating the action required.

Records of concession requests, rejection reports and customers' complaints together with the effectiveness of procedures designed and implemented to prevent a recurrence are considered at Review Meetings.

Continuous Improvement

It is the policy of Elder Engineering to continually improve the effectiveness of its Management System to improve its internal efficiency and to increase customer satisfaction. The development of the System is discussed and reviewed at Planning Meetings and formalised by means of documented objectives.

As part of its planning prior to moving into a new area with an existing service, or introducing a new service, the Company critically reviews its previous performance and decides on the procedures, equipment and staff expertise necessary to prevent problems occurring. Such reviews are normally held as part of the regular planning meeting.