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# **Kirkhill Aircraft Parts Co Corporate Quality Manual**

## **Corporation Site Locations Include:**

3120 E Enterprise Street – Brea, CA 92821 (Corporate Headquarters)

3101 E Enterprise Street – Brea, CA 92821

3051 E Enterprise Street – Brea, CA 92821

26501 Summit Circle – Santa Clarita, CA 91350

Essex Industrial Park Road, Unit 1 – Centerbrook, CT 06426

Toekanweg 2 – 1118 EB Schiphol S. – The Netherlands

September 01, 2011  
Revision 28

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**KIRKHILL AIRCRAFT PARTS CO**

PHONE: (714) 223-5400

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# ***CORPORATE QUALITY MANUAL***

## **APPROVAL**

<b>Title</b>	<b>Signature/Printed Name</b>	<b>Date</b>	<b>Effectivity Date</b>
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Corporate Vice-President of Information Technology and Program Management	<u>&lt;Electronic Signature&gt;</u> John Valantine	See CATSWEB	
Corporate Vice-President of Operations	<u>&lt;Electronic Signature&gt;</u> Pete Curti	See CATSWEB	
Corporate Vice-President of Program Management & Quality	<u>&lt;Electronic Signature&gt;</u> Tim Gill	See CATSWEB	
Corporate Vice-President of Materials Management	<u>&lt;Electronic Signature&gt;</u> Ron Basbas	See CATSWEB	
Corporate Vice-President of Sales/Marketing	<u>&lt;Electronic Signature&gt;</u> Mike Berez	See CATSWEB	
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Managing Director – KAPCO (AMS Site)	<u>&lt;Electronic Signature&gt;</u> Paul Ferri	See CATSWEB	
Corporate Quality Systems Manager	<u>&lt;Electronic Signature&gt;</u> Rick Crislip	See CATSWEB	



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Revision Number	Revision Date	Pages/Section Revised	Comments
1	9/26/86	Page ii	Added revision 1.
		Section 1.2	Clarification of forms.
		Section 2.1	Deleted document number.
		Section 2.2	Clarification of Supplier Surveillance and deletion of last paragraph.
		Section 2.3	Clarified submittal of samples to independent labs.
		Section 3.0	Changed name of stores to Material Stock Control.
		Section 3.1	Clarified material/part issuance.
		Section 3.2	Deleted reference to DAC document.
		Section 5.0	Clarified inspection planning.
		Section 5.3	Editorial changes.
		Section 7.2	Changed calibration cycle.
		Section 8.0	Changed drawing status card to drawing file jacket.
		Section 9.0	Editorial changes.
Section 9.1	Editorial changes and defining "use as is" disposition.		
Section 13.0	Updating forms.		
2	10/11/86	Section 9.1	Clarifying "use as is" discrepant material/part is to be returned to vendor or scrapped.
3	1/10/89	Section 11.2	Inspection records will be maintained: was 2 years, is now 4 years.
		Section 13.0	Replaced receiving inspection report with new form.
4	8/17/89	Section 14.0	Expanded facility layout to include 3051 E. Enterprise
5	4/2/90	Section iii	Added D.M.I.R.
		Section 7.2	Calibration cycle was three months, is six months.
		Section 9.0	Add NCR document.
		Section 9.2	No MRB authority.
6	3/21/91	Section 1.0	Added Part J.
		Section 6.0	Added new stamps and Section 6.3.
		Section 7.0	Added Section 7.4.
		Section 13.0	Added new inspection form.
7	7/23/91	Section 7.0	Revised to add reference to Procedural Manual.
		Section 7.1	Was N.B.S., is N.I.S.T.
8	1/2/92	Section 3.2	Added Part A.
		Section 9.2	Clarified "No MRB."
		Section 12.0	Added Section 12.2.
9	2/18/93	Section 1.2 B	Added reference to Procedural Manual PTS-750.
		Section 9.2	Added production certificate to Type Certificated.
10	10/5/93	All Sections	Reformatted and rewritten.
11	12/16/94	All Sections	Reformatted to WordPerfect 6.0.
		Section iii	Revised organizational chart: QA Manager to report to Company President.
		Section 8	Added Section 8.4, Intellectual property and proprietary rights.
12	11/9/95	Section I	Added: "Federal Aviation Administration" Editorial changes.
		Section ii	Part 2C - changed manual to "controlled manual."



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		Section iii	Revised organizational chart to include Production department.
		Section 1	Editorial changes and removed last (*) in Part 1.2.1. Changed Section 1.3 and 1.4. Included Section 1.5.
		Section 2	Added K2-100 to Part 2.1 and removed Form QC201, On-site Survey Report.” Part 2.3.3 - added “First time supplier, etc., and changed Prime to Production Certificate Holder. Added forms QC K2-100a and K2-100b.
		Section 3	Part 3.1.2 - Editorial changes. Part 3.2 - Changed, Material Selection: to Pick Ticket.
		Section 4	Part 4.1 - added K2-100.
		Section 5	Part 5.1.3 - revised.
		Section 6	Part 6.2 - revised.
		Section 7	Part 7.3.4 - editorial changes.
		Section 8	Added Form QC602, “Drawing Sign-out Form.”
		Section 9	Added Form QC905, “Nonconforming Material Notification” and Part 9.1.3. Part 9.2.5 - revised to “beyond use.”
		Section 12	Part 12.2.1 - added “Principal Inspector” Part 12.2.2 - revised. Added Forms QC400 and QC550, audit sheets for Receiving Inspection and Final Shipping Inspection. Revised Part 12.3.2 and Part 12.3.6.
		Section 14	Added new QC forms.
13	5/97	All Sections	Was Quality Assurance, is Quality Systems. Completely rewritten to bring into compliance with ISO9000.
	12/98		Complete Review of Manual done. On 12/98 there are no changes to the Quality Manual at this time.
14	3/10/99	Several Sections	Changes to the following sections were made on 3/10/99. The Approval Page, Table of Contents, Introduction, Section 2, Section 7, Section 10, Section 11, Section 13, and Section 15.
15	3/10/00	All Section, Less Sec 19	Reformatted all sections except 19. Updated Table of Contents, Modified Introduction, Minor changes made to content of all sections, except 19.
16	5/17/00	Approval Page, Introduction, Sec’s 1,2,5,14, And 17	Removed “Director of Quality Systems” and replaced with “Quality Systems Facilitator, Lead Auditor, or Data Control and Distribution Supervisor” as applicable.
17	08/27/01	All Sections	Format changed – Was: “ACTIONS AND METHODS” heading, changed to: “POLICY”. Revised Sections 5, 9, 14, 16, 17 to meet AS9100 requirements.
18	05/14/02	Approval page, Sec 2	Revised Sec 2 to add AS9100 and D6-82479 req’ts. Revised entire QM to reflect the new KAPCO VALTEC Logo.
19	07/03/03	Entire QM	Reformatted QM to AS9100:2000 Rev A Format (8 Elements) Not Released, used for preliminary audit



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			evaluation purposes.
20	07/24/04	Entire QM	Minor revisions per preliminary audit evaluation.
21	01/26/04	Entire QM	Removed all BGP references, except BGP 1.91, removed "SPC" objective from Sec 4.2.1.2.
22	7/17/06	Entire QM	The changes are as follows: 1. All three sites have been added under this single Quality Manual. 2. All procedural references have been removed, replaced by a statement in 4.2.2 referencing the matrix below. 3. A matrix has been created to identify all procedural references, based upon site. (See QD-9000M) 4. The FAA-PMA portion of the Valtec QM is being relocated to a FAA-PMA Procedure, and is referenced in the Matrix. 5. Exceptions are taken to Design and Servicing (Revised Wording to Section 7.3, 7.5.1.5)
23	12/01/06		Added references to FAA Addendum in Sections 1.1 and 4.2.1, Revised Section 7.3, Added FAA Addendum.
24	03/30/09	Entire QM	1. Editorial and format changes. 2. Updated cover and footers, included site and HQ relationships. 3. Added Table of Contents. 4. All applicable sections have been updated in accordance with AS9120 and QS Memo 010. Additional text has been noted in italic text. 5. Changed name and logo to KAPCO, removed all references to KAPCO VALTEC. 6. Added AMS Site and Site index in Section 1.1 7. Updated FAA Addendum to include AMS Site. 8. Changed FAA Procedure to FAA-100 in FAA Addendum (This Revision was not approved by the FAA CA MIDO office and was not released for use)
25	07-08-2009	Entire QM	Revised QM Sections 1.1, 2.0, 4.1, 4.2, 5.5, 6.2, 6.3, 6.4, 7.1, 7.2, 7.5, 7.6, 8.2, 8.4, and 8.5 to incorporate ISO9001:2008 requirements.
26	08-05-2009	QM p3, p17, p22, p25, and p31	Revised Section 1.0 to remove BG Site, and identify other buildings at the Corp HQ Site and add reference to FAA AC 00-56a, and correct/clarify exclusions. Revised Section 7.1, 7.5.1, 7.5.2, and 7.5.3 to correct/clarify exclusion justification. Removed AMS exclusion identified within Section 8.2.4.1.




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<b>Revision Number</b>	<b>Revision Date</b>	<b>Pages/Section Revised</b>	<b>Comments</b>
27	4/26/2011	Cover Page, section 1.1, 1.2, 3.1, 4.2, 7.3, 8.5.3	Added KAPCO UK Site. Santa Clarita Site, and updated location to the AMS Facility.
28	09/01/2011	As defined	<ol style="list-style-type: none"><li>1. Revised to incorporate FAR Part 21 requirements Removed FAA Addendum. Added FAR Part 21.137 to Section 1.1.</li><li>2. Revised to incorporate AS9100 Rev C, and AS9120:2009 Policy Requirements. Various changes throughout the entire document – too numerous to list.</li><li>3. Revised all references within section 8.5.3 from “Preventative” to “Preventive”.</li><li>4. Updated to add procedural references to each section, removed reference to QD9000M Procedural Matrix.</li><li>5. Updated to correct CT address to match OASIS DB and Registration certificates.</li><li>6. Revised Cover page to reflect “Controlled” Document via KAPCO Document Management when accessed electronically.</li></ol>

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## SECTION 1 SCOPE

### 1.1 General:

This Quality Management System defines the Corporate Quality Management System of Kirkhill Aircraft Parts Co, hereafter referred to as KAPCO. The corporation headquarters is located at 3120 E Enterprise Street – Brea, CA 92821 (Site Acronym: CA), and this site includes the buildings located at 3051 E Enterprise Street and 3101 E Enterprise Street of Brea, CA, and 26501 Summit Circle – Santa Clarita, CA 91350. The KAPCO Quality Management System described herein encompasses the following site locations:


Site Location	Country	Site Acronym
3120 E Enterprise Street – Brea, CA 92821	USA	CA
3101 E Enterprise Street – Brea, CA 92821	USA	CA
3051 E Enterprise Street – Brea, CA 92821	USA	CA
26501 Summit Circle – Santa Clarita, CA 91350	USA	SC
1 Industrial Park Road – Essex, CT 06426	USA	CT
Toekanweg 2 – 1118 EB Schiphol S.	The Netherlands	AMS

(Utilizing dba's KAPCO, KAPCO|VALTEC, KAPCO|Ball Glide, Ball Glide Products, Valtec International, and Valtec Aircraft Supply)

This Quality Management System covers the processing requirements of all products that are licensed, manufactured, sold or distributed through these facilities. This shall include all processes required from the order receipt, contract review, procurement and/or in-house manufacture, inspection processes, through the delivery of such product. The KAPCO Quality Management System shall also include and adhere to all customer contract and/or licensing agreements, and applicable regulatory requirements.

KAPCO has designed and maintains a quality management system to satisfy the needs of its customers. This quality system is also designed to comply with the requirements of:

- ISO 9001:2008 - Quality Management System
- AS9100:2009 (Revision C) - Aerospace Standard.
- AS9120:2009 (Revision A) - Quality Management Systems – Aerospace Requirements for Stockist Distributors;
- 14 CFR, Federal Aviation Regulation (FAR) Part 21 Subpart K, and § 21.137.
- FAA Advisory Circular AC 00-56a Voluntary Industry Distributor Accreditation Program of the Aviation Suppliers Association.

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*Requirements specified herein, noted in italic text, have been added to meet the requirements of AS9120 Quality Management System - Aerospace Requirements for Stockist Distributors.*

It is emphasized that the quality management system requirements specified in this quality manual are complimentary, and are not an alternative to contractual and applicable statutory and regulatory requirements. Should there be a conflict between the requirements of this document and applicable statutory or regulatory requirements, the latter shall take precedence.

## **1.2 Process Approach:**

KAPCO promotes the adoption of a process approach when developing, implementing, and improving the effectiveness of the quality management system, to enhance customer satisfaction by meeting customer requirements.

For KAPCO to function effectively, it has to determine and manage numerous linked activities. An activity or set of activities using resources, and managed in order to enable the transformation of inputs into outputs, can be considered as a process. Often the output from one process directly forms the input to the next.

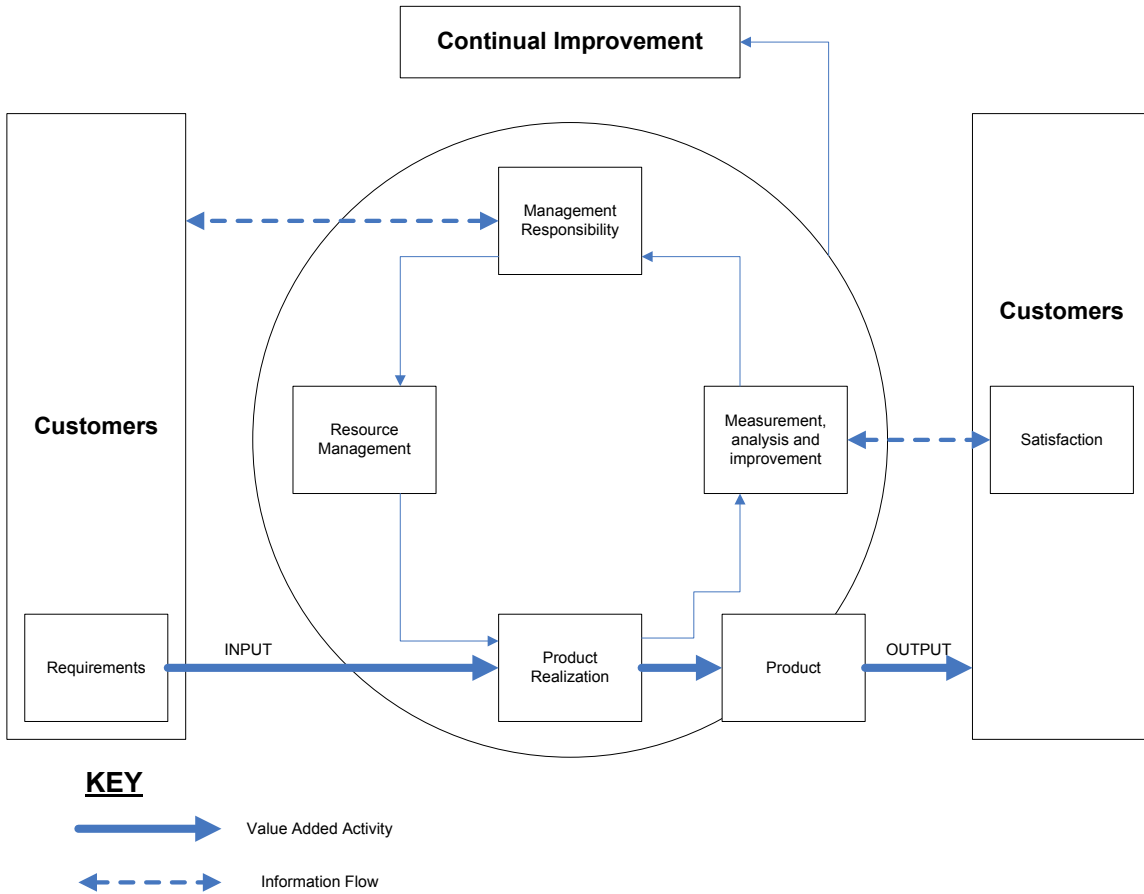
The application of a system of processes within KAPCO, together with the identification and interactions of these processes, and their management to produce a desired outcome, can be referred to as the “process approach”.

When used properly, this approach emphasizes the importance of:

- a. Understanding and meeting requirements
- b. The need to consider processes in terms of added value
- c. Obtaining results of process performance and effectiveness, and
- d. Continual improvement of processes based upon objective measurement.

The model of a process-based quality management system shown in Figure 1 illustrates the process linkages presented in Sections 4-8 of this document. This illustration shows that customers play a significant role in defining requirements as inputs. Monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether KAPCO has met the customer requirements.

### Process-Based Quality Management System



**Figure 1 – Model of a Process-Based Quality Management System**

#### 1.2.1 PDCA Cycle:

In supporting continual improvement, KAPCO encourages the Plan-Do-Check-Act (PDCA) cycle (See Figure 2). This tool can be utilized to develop new processes based upon customer requirements, or may be used as a problem solving tool when there is a need to improve performances. A brief description of the PDCA is as follows:

**Plan:**

- Establish the objectives and processes needed to provide the desired results in accordance with the customer requirements, KAPCO policy, or performance expectations.

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- Develop a measurement process to measure the process performance and the objective.
- Identify alternatives solutions, evaluate, and determine what needs to be done to achieve the desired results.

**Do:**

- Implement the determined solution. Plan the implementation – Who, What, When, Where, & How Schedule of events (Training)

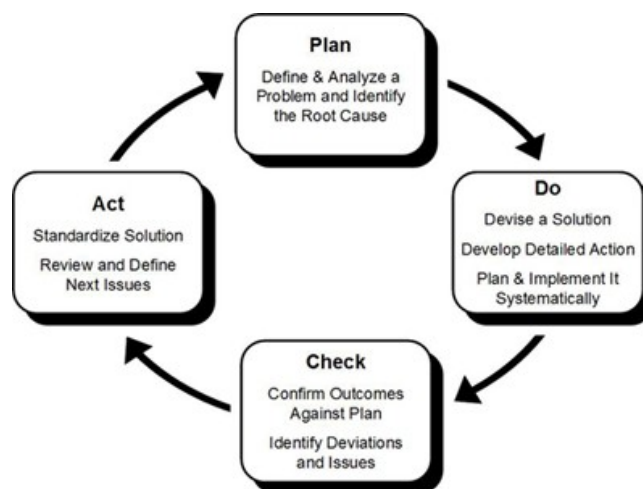
**Check:**

- Monitor and measure the new or revised process or product against policies, objectives, and/or requirements.
- Measure the process, study the results. Did the new process resolve the issue?
- Were any new problems created?
- Was the change beneficial for costs/benefits?


**Act:**

- If it worked, institutionalize/standardize the change.
- If it didn't, try something else.
- Repeat the PDCA cycle

The Plan–Do–Check–Act cycle (Figure 1) is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated again and again for continuous improvement.



**Figure 2: Plan-Do-Check-Act (PDCA) Cycle**

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### **When to Use Plan-Do-Check-Act**


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- As a model for continuous improvement.
- When starting a new improvement project.
- When developing a new or improved design of a process, product or service.
- When defining a repetitive work process.
- When planning data collection and analysis in order to verify and prioritize problems or root causes.
- When implementing any change.

KAPCO is committed to improving our customer service commitment by recognizing that the parts we supply play a critical role in our customers operations. It is our commitment to provide the highest quality parts and the most complete airworthiness documentation in the industry. We pride ourselves in responding to the needs of the customer quickly and completing customer orders on time:

- a) consistently provide products that meet customer expectations and applicable regulatory requirements, and
- b) enhance customer satisfaction through effective application of the quality system, including processes for continual improvement of the system and assurance of conformity to customer and applicable regulatory requirements.

The requirements of the Quality Manual are implemented through written procedures and work instructions where applicable.

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### 1.3 Application:

KAPCO has designed and maintains a quality management system to satisfy the needs of its customers. This quality system is also designed to comply with the requirements of:

- ISO 9001:2008 - Quality Management System
- AS9100:2009 - Aerospace Standard (or as applicable, EN9100).
- AS9120:2009 - Quality Management Systems – Aerospace Requirements for Stockist Distributors (or as applicable, EN9120)
- 14 CFR, Federal Aviation Regulation (FAR) Part 21 Subpart K, and § 21.137.
- FAA Advisory Circular AC 00-56a Voluntary Industry Distributor Accreditation Program of the Aviation Suppliers Association.

When requirements of the International Standards cannot be applied due to the nature of our business and/or product, these requirements will be excluded. All exclusions shall be listed in this section, along with the justification for the exclusion.


#### 1.3.1 International Standards Exclusions and Justifications:

##### All Site Locations:

The following requirements will be excluded:

- Section 7.3 Design and Development
  - Justification: KAPCO does not perform any Design or Development activities. KAPCO does maintain FAA-PMA Approvals, however these approvals are granted under licensing with the OEM, Test and Comp, or Identity utilizing the OEM’s design and development capabilities. This process is governed by the Federal Aviation Administration.
- Section 7.5.1 Remove Term “and Service” from “7.5.1 Control of Production and Service Provision”
  - Justification: KAPCO does not provide product with servicing requirements.
- Section 7.5.1.4 Post Delivery Support
  - Justification: KAPCO does not provide Post Delivery Support.
- Section 7.5.2 Validation of Processes for Production and Service Provision
  - Justification: KAPCO does not perform or control “Special Processes”

These above mentioned exclusions do not affect our ability, or responsibility to provide product that meets customer and applicable regulatory requirements.

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CT Site Only:

In addition to those exclusions listed under “All Site Locations” listed above, the following will also be excluded:


- Section 7.5.1.2 Control of Production Process Changes:
  - Justification: CT Site does not have or maintain a Production/Manufacturing Unit
- Section 7.5.1.3 Control of Production Equipment, Tools and Software Programs:
  - Justification: CT Site does not have or maintain a Production/Manufacturing Unit

These above mentioned exclusions do not affect our ability, or responsibility to provide product that meets customer and applicable regulatory requirements.

SC Site Only:

In addition to those exclusions listed under “All Site Locations” listed above, the following will also be excluded:

- Section 7.1 Planning of Product Realization
  - Justification: SC Site does not perform the Product Realization process. This site is a sales satellite office with no manufacturing, inspection, stocking, or material handling capabilities. These activities are performed by supporting KAPCO locations.
- Section 7.3 Design and Development
  - Justification: The KAPCO SC Site does not perform any Design or Development activities. This site is a sales satellite office with no design, manufacturing, inspection, stocking, or material handling capabilities. These activities are performed by supporting KAPCO locations.
- Section 7.4 Purchasing
  - Justification: SC Site does not perform the Purchasing process. This site is a sales satellite office with no manufacturing, inspection, stocking, or material handling capabilities. These activities are performed by supporting KAPCO locations.
- Section 7.5 Control of Production and Service Provision
  - Justification: SC Site does not perform the Product Realization process. This site is a sales satellite office with no manufacturing, inspection,

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stocking, or material handling capabilities. These activities are performed by supporting KAPCO locations.

- Section 7.6 Control of Monitoring and Measuring Devices
  - Justification: SC Site does not utilize measuring devices. This site is a sales satellite office with no manufacturing, inspection, stocking, or material handling capabilities. These activities are performed by supporting KAPCO locations.


These above mentioned exclusions do not affect our ability, or responsibility to provide product that meets customer and applicable regulatory requirements.

AMS Site Only:

In addition to those exclusions listed under “All Site Locations” listed above, the following will also be excluded:

- Section 7.5.2 Validation of Processes for Production and Service Provision
  - Justification: AMS Site is a stockist/distributor per AS9120 – These requirements are not required for conformance to AS9120.


These above mentioned exclusions do not affect our ability, or responsibility to provide product that meets customer and applicable regulatory requirements.

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## **SECTION 2 NORMATIVE REFERENCE**

The following normative document contains provisions, which through reference in the Standard, constitute provisions of the International Standard. For updated references, the latest edition of the normative document referred to applies. Members of ISO (International Organization for Standardization) and IEC (International Electrotechnical Commission) maintain registers of currently valid International Standards.

ISO 9000:2005, Quality Management Systems - Fundamentals and Vocabulary.

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## SECTION 3 TERMS AND DEFINITIONS

### 3.1 Terms and Definitions:

- a. **Continual Systems Improvement (CSI) Team:** Top management has created a CSI Team whose members shall meet periodically to discuss issues pertaining to the quality management system. Members of the CSI Team will consist of representation of all KAPCO departments/organizations. The Corporate Quality Systems Manager provides guidance and resources as necessary and will chair the CSI Team meetings on behalf of top management.
- b. **Quality Management:** Quality management is defined as any person with management authority that is directly or indirectly responsible for any quality element contained in the Quality Manual and/or as documented in the International Standard. Quality management has the responsibility for planning, organizing and controlling the prevention of failure and to promote and manage success in customer satisfaction.
- c. **Quality Systems:** This term refers to the processes and personnel designated as responsible in the governing policies, procedures, and/or work instructions.
- d. **Top Management:** Personnel designated with titles such as Director, Vice President, President, CEO, COO, CFO, or other upper level executives.
- e. **Airworthiness Certificate:** A document issued by the cognizant civil aviation authority (e.g., JAA Form 1, FAA Form 8130-3) that certifies that the part has been manufactured, overhauled, or repaired in accordance with, and conforms to, the applicable airworthiness regulations.
- f. **Manufacturer's Certificate/Test Report:** A document issued by the product manufacturer that certifies product conformance to process, design, and/or specification requirements.
- g. **Risk:** An undesirable situation or circumstance that has both a likelihood of occurring and a potentially negative consequence.
- h. **Special Requirements:** Those requirements identified by the customer, or determined by KAPCO, which have high risks to being achieved, thus requiring their inclusion in the risk management process. Factors used in the determination of special requirements include product or process complexity, past experience and product or process maturity. Examples of special requirements include performance requirements imposed by a customer that are at the limit of the industry capability, or requirements determined by KAPCO to be at the limit of its technical or process capabilities.

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- i. Critical Items:** Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the product realization and use of the product; including safety, performance, for, fit, function, producibility, service life, etc.; that require specific actions to ensure they are adequately managed. Examples of critical items include safety critical items, fracture critical items, mission critical items, key characteristics, etc.
- j. Key Characteristics:** An attribute or feature whose variation has a significant effect on product fit, form, function, performance, service life or producibility that requires specific actions for the purpose of controlling variation. NOTE: Special requirements and critical items are new terms and, along with key characteristics, are interrelated. Special requirements are identified when determining and reviewing requirements related to the product (see 7.2.1 and 7.2.2). Special requirements can require the identification of critical items. Design output (see 7.3.3) can include identification of critical items that require specific actions to ensure they are adequately managed. Some critical items will be further classified as key characteristics because their variation needs to be controlled.
- k. Splitting:**
- batch splitting** - the separation of entities, such as sheets, bars, components, parts, fasteners, and containers belonging to the same production batch.
  - product splitting** - physically dividing a solid entity such as bar, sheet, plate (metallic or non-metallic material) or partial decanting of a gaseous or liquid entity, where the physical and metallurgical properties or chemical characteristics are not altered.
- Splitting shall not affect the conformance of the product as defined by the original product specification.
- l. Stockist Distributors:** Organization carrying out the purchase, storage, splitting and sale of products without affecting product conformance. The term organization in the context of this document means a stockist distributor.
- m. Product Realization:** The term “Product Realization” encompasses all of the processes required, from the time the inventory need was established, throughout all planning, manufacturing, fabricating, procurement, and inspection activities, until the product has been verified as conforming and is complete and made available for sale or distribution. This term shall apply to product that was partially/fully produced in-house or procured in its entirety, and shall include product that is procured by KAPCO with the intent of splitting and distributing to KAPCO customers.

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## SECTION 4 QUALITY MANAGEMENT SYSTEM

### 4.1 General Requirements:


Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, QD-9000-1K AND QD-9001-1SC, ICA-201, ICR-202, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
CA-SC	ISO9001, AS9100, AS9120	MRP-025, QD-9001-1SC, Export Manual, HAZMAT Manual, EMS Manual
CT	ISO9001, AS9100, AS9120	MRP-025, QD-9000-1V, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
AMS	ISO9001, AS9120	MRP-025, QD-9000-1AMS, ICR-202, Export Manual, HAZMAT Manual, EMS Manual

KAPCO has established, documented, implemented, and shall maintain a quality management system and continually seek to improve upon its effectiveness in accordance with the requirements of International Standards ISO9001:2008, AS9100C and AS9120A.

The KAPCO quality management system shall also address customer and applicable statutory and regulatory quality management system requirements.


KAPCO shall:

- a) determine the processes needed for the quality management system and their application throughout the organization,
- b) determine the sequence and interaction of these processes,
- c) determine criteria and methods needed to ensure that both the operation and control of the processes are effective,
- d) ensure the availability of resources and information necessary to support the operation and monitoring of these processes,
- e) monitor, measure where applicable, and analyze these processes, and
- f) implement actions necessary to achieve planned results and continual improvement of these processes.

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KAPCO shall manage said processes in accordance with the requirements of the International Standards ISO9001, AS9100, and AS9120, as applicable.

Where KAPCO chooses to outsource any process that affects product conformity, KAPCO will ensure control over such process. The type and extent of control to be applied to the outsourced processes shall be defined within the quality management system.

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**4.2 Documentation Requirements:**

**4.2.1 General and KAPCO Quality Policy:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, DCM-600, QRP-725
CA-SC	ISO9001, AS9100, AS9120	MRP-025, DCM-600, QRP-725
CT	ISO9001, AS9100, AS9120	MRP-025, DCM-600, QRP-725
AMS	ISO9001, AS9120	MRP-025, DCM-600, QRP-725


The quality management system documentation shall include:

- a) documented statements of a quality policy and quality objectives;
- b) a Quality Manual,
- c) documented procedures and records required by International Standard ISO9001, AS9100, and AS9120, as applicable.,
- d) documents, including records, determined by KAPCO to be necessary to ensure effective planning, operation and control of its processes,

KAPCO shall ensure that personnel have access to, and are aware of, relevant quality management system documentation and changes.

**KAPCO Quality Policy:**

**The KAPCO Quality Policy is to plan, execute, and review everything we do to ensure complete customer satisfaction.**


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**4.2.2 Quality Manual:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	KAPCO Quality Manual, QD-9000-1K
CA-SC	ISO9001, AS9100, AS9120	KAPCO Quality Manual, QD-9000-1SC
CT	ISO9001, AS9100, AS9120	KAPCO Quality Manual, QD-9000-1V
AMS	ISO9001, AS9120	KAPCO Quality Manual, QD-9000-1AMS

KAPCO has published and shall maintain a quality manual that includes:

- a) the scope of the quality management system, including details of and justification for any exclusions,
  - 1. see QM Sections 1.1 and 1.2 – justification of exclusions are listed under the applicable section.
- b) the documented procedures established for the quality management system shall be identified and defined in the applicable section of quality manual, referencing the applicable procedures, based upon site location, and
- c) a description of the interaction between processes of the quality management system shall be defined within a defined Quality Plan, based upon site location and the processes performed at that site.

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**4.2.3 Control of Documents:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	KAPCO Quality Manual, DCM-600, QRP-725
CA-SC	ISO9001, AS9100, AS9120	KAPCO Quality Manual, DCM-600, QRP-725
CT	ISO9001, AS9100, AS9120	KAPCO Quality Manual, DCM-600, QRP-725
AMS	ISO9001, AS9120	KAPCO Quality Manual, DCM-600, QRP-725

Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in Section 4.2.4.

Documented procedures have been established to define the controls needed:

- a) to approve documents for adequacy prior to use,
- b) to review and update as necessary and re-approve documents,
- c) to ensure that changes and the current revision status of documents are identified,
- d) to ensure that relevant versions of applicable documents are available at points of use,
- e) to ensure that documents remain legible and readily identifiable,
- f) to ensure that documents of external origin determined by KAPCO to be necessary for the planning and operation of the quality management system are identified and their distribution controlled, and
- g) to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

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**4.2.4 Control of Records:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	QRP-725, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
CA-SC	ISO9001, AS9100, AS9120	QRP-725, Export Manual, HAZMAT Manual, EMS Manual
CT	ISO9001, AS9100, AS9120	QRP-725, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
AMS	ISO9001, AS9120	QRP-725, Export Manual, HAZMAT Manual, EMS Manual

Records shall be established and controlled to provide evidence of conformity to requirements and of the effective operation of the quality management system.

KAPCO shall establish a documented procedure to define the controls needed for the identification, storage, protection, retrieval, retention time, and disposition of records.

Records shall remain legible, readily identifiable, and retrievable.

The documented procedure shall define the method for controlling records that are created by and/or retained by suppliers.


*(Applies to AS9100 Standard Only)*

*Records of product origin, conformity and shipment shall be maintained in accordance with customer, statutory and regulatory requirements.*

*(Applies to AS9120 Standard Only)*

*Where records are stored in an electronic form, back-up procedures shall be defined. These electronic records shall be secured to prevent unauthorized alteration or change and shall not be corrupted due to software or system changes.*

*(Applies to AS9120 Standard Only)*

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## SECTION 5 MANAGEMENT RESPONSIBILITY

### 5.1 Management Commitment:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
CA-SC	ISO9001, AS9100, AS9120	MRP-025, Export Manual, HAZMAT Manual, EMS Manual
CT	ISO9001, AS9100, AS9120	MRP-025, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
AMS	ISO9001, AS9120	MRP-025, Export Manual, HAZMAT Manual, EMS Manual

Top management shall provide evidence of its commitment to the development and implementation of the quality management system and continually improving its effectiveness by:

- a) communicating to KAPCO the importance of meeting customer as well as statutory and regulatory requirements,
- b) establishing the Quality Policy,
- c) ensuring the Quality Objectives are established,
- d) conducting management reviews, and
- e) ensuring the availability of resources.

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**5.2 Customer Focus:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, CRP-900
CA-SC	ISO9001, AS9100, AS9120	MRP-025, CRP-900
CT	ISO9001, AS9100, AS9120	MRP-025, CRP-900
AMS	ISO9001, AS9120	MRP-025, CRP-900

Top management shall ensure that the customer requirements are determined and are met with the aim of enhancing customer satisfaction.

Top management shall ensure that product conformity and on-time delivery performance are measured and that appropriate action is taken if planned results are not, or will not be, achieved.

**5.3 Quality Policy:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, CTP-075
CA-SC	ISO9001, AS9100, AS9120	MRP-025, CTP-075
CT	ISO9001, AS9100, AS9120	MRP-025, CTP-075
AMS	ISO9001, AS9120	MRP-025, CTP-075

KAPCO has structured an organization to ensure that the Quality Policy is carried out through an effective Quality Management System.

Top management shall ensure that the quality policy:

- a) is appropriate to the purpose of KAPCO,
- b) includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system,
- c) provides a framework for establishing and reviewing quality objectives,
- d) is communicated and understood within the organization, and
- e) is reviewed for continuing suitability.

**5.4 Planning:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, DCM-600
CA-SC	ISO9001, AS9100, AS9120	MRP-025, DCM-600
CT	ISO9001, AS9100, AS9120	MRP-025, DCM-600
AMS	ISO9001, AS9120	MRP-025, DCM-600

**5.4.1 Quality Objectives:**


Top management shall ensure that quality objectives, including those needed to meet requirements for product are established at relevant functions and levels within KAPCO.

The quality objectives shall be measured to established standards and consistent with the quality policy.

**5.4.2 Quality Management System Planning:**

Top management shall ensure that:

- a) the planning of the quality management system is carried out in order to meet the requirements given in Section 4.1, as well as the quality objectives, and
- b) the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

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## 5.5 Responsibility, Authority and Communication

### 5.5.1 Responsibility and Authority:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	DCM-600
CA-SC	ISO9001, AS9100, AS9120	DCM-600
CT	ISO9001, AS9100, AS9120	DCM-600
AMS	ISO9001, AS9120	DCM-600

Top management shall ensure that responsibilities and authorities are defined and communicated within the organization.

- a) Procedures/Work Instruction shall identify the “Responsibilities”
- b) Organizational Charts shall be maintained to define the “Authorities”

### 5.5.2 Management Representative:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, IAP-500
CA-SC	ISO9001, AS9100, AS9120	MRP-025, IAP-500
CT	ISO9001, AS9100, AS9120	MRP-025, IAP-500
AMS	ISO9001, AS9120	MRP-025, IAP-500

Top Management shall appoint a member of KAPCO’s management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- a) ensuring that processes needed for the quality management system are established, implemented, and maintained,
- b) reporting to top management on the performance of the quality management system and any need for improvement,
- c) ensuring the promotion of awareness of customer requirements throughout KAPCO, and

- d) the organizational freedom and unrestricted access to top management to resolve quality management issues.

**5.5.3 Internal Communication:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

Top management shall ensure that appropriate communication processes are established within KAPCO and that communication takes place regarding the effectiveness of the quality management system.

As a means to promote communication regarding quality, top management has created a Continual Systems Improvement (CSI) Team whose members shall meet periodically to discuss issues pertaining to the quality management system. Members of the CSI Team will consist of representation of all KAPCO organizations.

**5.6 Management Review:**

**5.6.1 General:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

Top management shall review the organizations quality management system annually (or more often if deemed appropriate), to ensure its continuing suitability, adequacy, and effectiveness.

This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

Records form management reviews shall be maintained.

**5.6.2 Review Input:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

The input to management review shall include information on:

- a) results of audits,
- b) customer feedback,
- c) process performance and product conformity,
- d) status of preventive and corrective actions,


- e) follow-up actions from previous management reviews,
- f) changes that could affect the quality management system, and
- g) recommendations for improvement.

**5.6.3 Review Output:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

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

- a) improvement of the effectiveness of the quality management system and its processes,
- b) improvement of product related to customer requirements, and
- c) resource needs.

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## SECTION 6 RESOURCE MANAGEMENT

### 6.1 Provision of Resources:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

KAPCO top management shall determine and provide the resources needed:

- a) to implement and maintain the quality management system and continually improve its effectiveness, and
- b) to enhance customer satisfaction by meeting customer requirements.

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**6.2 Human Resources:**

**6.2.1 General:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CTP-075, DCM-600
CA-SC	ISO9001, AS9100, AS9120	CTP-075, DCM-600
CT	ISO9001, AS9100, AS9120	CTP-075, DCM-600
AMS	ISO9001, AS9120	CTP-075, DCM-600

Personnel performing work affecting conformity to product requirements shall be competent on the basis of appropriate education, training, skills and experience.

**6.2.2 Competence, Awareness and Training:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CTP-075, DCM-600
CA-SC	ISO9001, AS9100, AS9120	CTP-075, DCM-600
CT	ISO9001, AS9100, AS9120	CTP-075, DCM-600
AMS	ISO9001, AS9120	CTP-075, DCM-600

KAPCO shall:

- a) determine the necessary competence for personnel performing work affecting conformity to product requirements,
- b) where applicable, provide training or take other actions to achieve the necessary competence,
- c) evaluate the effectiveness of the actions taken,
- d) ensure that KAPCO’s personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and
- e) maintain appropriate records of education, training, skills and experience.

**6.3 Infrastructure:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025


KAPCO shall determine, provide and maintain the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable:

- a) buildings, workspace and associated utilities,
- b) process equipment (both hardware and software), and
- c) supporting services (such as transport, communication, or information systems).

**6.4 Work Environment:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

KAPCO shall determine and manage the work environment needed to achieve conformity to product requirements.

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## SECTION 7 PRODUCT REALIZATION

### 7.1 Planning of Product Realization:


Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MSP-700, OPS-176, POR-300, PQO-400, QRP-725
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300, PQO-400, QRP-725
AMS	ISO9001, AS9120	POR-300, PQO-400, QRP-725

KAPCO shall plan and develop the processes needed for product realization. Planning product realization shall be consistent with the requirements of the other processes of the quality management system.

In planning product realization, KAPCO shall determine the following, as appropriate:

- a) quality objectives and requirements for the product;
- b) the need to establish processes, documents, and provide resources specific to the product;
- c) required verification, validation, monitoring, measurement, inspection and test activities specific to the product and the criteria for product acceptance;
- d) records needed to provide evidence that the realization processes and resulting product meet requirements;
- e) configuration management appropriate to the product
- f) resources to support the use and maintenance of the product. (applicable to AS9100 Standard Only)

The output of this planning shall be in a form suitable for KAPCO's method of operations.

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### 7.1.1 Project Management

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	POR-300, OPS-176, MSP-700
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300
AMS	ISO9001, AS9120	POR-300

As appropriate to KAPCO and the product, KAPCO shall plan and manage product realization in a structured and controlled manner to meet requirements at acceptable risk, within resource and schedule constraints.

### 7.1.2 Risk Management

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-176, MSP-700, CRP-900, POR-300
CA-SC	ISO9001, AS9100, AS9120	CRP-900
CT	ISO9001, AS9100, AS9120	CRP-900, POR-300
AMS	ISO9001, AS9120	CRP-900, POR-300

KAPCO shall establish, implement, and maintain a process for managing risk to the achievement of applicable requirements, that includes as appropriate to KAPCO and the product.

- a) Assignment of responsibilities for risk management
- b) Definition of risk criteria (e.g., likelihood, consequences, risk acceptance),
- c) Identification, assessment and communication of risks throughout product realization,
- d) Identification, implementation and management of actions to mitigate risks that exceed the defined risk acceptance criteria, and
- e) Acceptance of risks remaining after implementation of mitigating actions.

### 7.1.3 Configuration Management

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	DCM-600, IAP-500, PRD-040
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	DCM-600, IAP-500, PRD-040
AMS	ISO9001, AS9120	DCM-600, IAP-500, PRD-040


KAPCO shall establish, implement and maintain a configuration management process that includes, as appropriate to the product

- a) Configuration management planning,
- b) Configuration identification,
- c) Change control,
- d) Configuration status accounting, and
- e) Configuration audit.

### 7.1.4 Control of Work Transfers

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	POR-300
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300
AMS	ISO9001, AS9120	POR-300

KAPCO shall establish, implement and maintain a process to plan and control the temporary or permanent transfer of work (e.g., from one KAPCO facility to another, from KAPCO to a supplier, from one supplier to another supplier) and to verify conformity of the work to requirements.

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**7.2 Customer-Related Processes:**

**7.2.1 Determination of Requirements Related to Product:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CRP-900, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
CA-SC	ISO9001, AS9100, AS9120	CRP-900, Export Manual, HAZMAT Manual, EMS Manual
CT	ISO9001, AS9100, AS9120	CRP-900, PMA-QSM, Export Manual, HAZMAT Manual, EMS Manual
AMS	ISO9001, AS9120	CRP-900, Export Manual, HAZMAT Manual, EMS Manual

KAPCO shall determine:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities,
- b) requirements not stated by the customer but necessary for specified or intended use, where known,
- c) statutory and regulatory requirements applicable to the product, and
- d) any additional requirements considered necessary by KAPCO.

**7.2.2 Review of Requirements Related to the Product:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CRP-900
CA-SC	ISO9001, AS9100, AS9120	CRP-900
CT	ISO9001, AS9100, AS9120	CRP-900
AMS	ISO9001, AS9120	CRP-900

KAPCO shall review the requirements related to the product. This review shall be conducted prior to KAPCO making a commitment to supply product to the customer (e.g., submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and shall ensure that:

- a) product requirements are defined,
- b) contract or order requirements differing from those previously expressed are resolved,
- c) KAPCO has the ability to meet the defined requirements,
- d) special requirements of the product are determined (Applicable to AS9100 Standard Only), and
- e) risks (e.g., new technology, short delivery time scale) have been evaluated.

Records of the results of the review and actions arising from the review shall be maintained.

Where the customer provides no documented statement of requirement, the customer requirements shall be confirmed by KAPCO before acceptance.

Where product requirements are changed, KAPCO shall ensure that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

For EDI or internet sales, where a formal review may be impractical for each order, KAPCO shall have some form of electronic review or the review can cover product information such as catalogues or advertising material.

**7.2.3 Customer Communication:**


Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CRP-900
CA-SC	ISO9001, AS9100, AS9120	CRP-900
CT	ISO9001, AS9100, AS9120	CRP-900
AMS	ISO9001, AS9120	CRP-900

KAPCO shall determine and implement effective arrangements for communicating with customers in relation to:

- a) product information,
- b) inquiries, contracts or order handling, including amendments, and
- c) customer feedback, including customer complaints.

**7.3 Design and Development - EXCLUSION:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
AMS	ISO9001, AS9120	N/A per AS9120

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## 7.4 Purchasing:

### 7.4.1 Purchasing Process:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
AMS	ISO9001, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350

KAPCO shall ensure that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final product.

KAPCO shall be responsible for the quality of all products purchased from suppliers, including product from sources defined by the customer.

KAPCO shall evaluate and select suppliers based on their ability to supply product in accordance with KAPCO's requirements. Criteria for selection, evaluation, and re-evaluations shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained.

KAPCO shall:

- a) maintain a register of its suppliers that includes approval status (e.g., approved, conditional, disapproved) and the scope of the approval (e.g., product type, process family),
- b) periodically review supplier performance; the results of these reviews shall be used as a basis for establishing the level of controls to be implemented,
- c) define the necessary actions to take when dealing with suppliers that do not meet requirements,
- d) ensure where required that both KAPCO and suppliers use customer approved special process sources,

- e) define the process, responsibilities and authority for the approval status decision, changes of the approval status and conditions for a controlled use of suppliers depending on the supplier's approval status, and
- f) Determine and manage the risk when selecting and using suppliers, and
- g) Implement controls to prevent the purchase of counterfeit and suspected unapproved products. (Applicable to AS9120 Standard Only)

**7.4.2 Purchasing Information:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
AMS	ISO9001, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350

Purchasing information shall describe the product to be purchased, including where appropriate:

- a) requirements for approval of product, procedures, processes and equipment,
- b) requirements for qualification of personnel,
- c) quality management system requirements,
- d) the identification and revision status of specifications, drawings, process requirements, inspection/verification instructions and other technical data,
- e) requirements for design, test, inspection, verification (including production process verification), use of statistical techniques for product acceptance, and related instructions for acceptance by KAPCO, and as applicable critical items including key characteristics,
- f) requirements for test specimens (e.g., production method, number, storage conditions) for design approval, inspection/verification, investigation or auditing, (Applicable to AS9100 Standard Only)
- g) requirements regarding the need for the supplier to:
  - notify KAPCO of non-conforming product (FAR Part § 21.137 ©)

- obtain KAPCO approval for nonconforming product disposition
  - notify KAPCO of changes in product and/or process, changes to suppliers, changes of manufacturing facility location and, where required, obtain KAPCO approval, and
  - flow-down to the supply chain the applicable requirements including customer requirements,
- h) records retention requirements,
- i) right of access by KAPCO, KAPCO customer’s, 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, and
- j) *requirements for a certificate of conformity, test reports, and/or airworthiness approval from the approved manufacturer or approved repair station. (Applicable to AS9120 Standard Only)*


KAPCO shall ensure the adequacy of specified purchase requirements prior to their communication to the supplier.

**7.4.3 Verification of Purchased Product:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350
AMS	ISO9001, AS9120	POR-300, PQO-400, SQM-410, CRP-900, QRP-725, CAP-350

KAPCO shall establish and implement the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements. Verification activities may include:

- a) obtaining objective evidence of the conformity of the product from the supplier (e.g., accompanying documentation, certificate of conformity, test reports, statistical records, process control records),
- b) inspection and audit at supplier’s premises,

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- c) review of the required documentation,
- d) inspection of products upon receipt, and
- e) delegation of verification to the supplier or supplier certification.

Where purchased product is released for production use pending completion of all required verification activities, it shall be identified and recorded to allow recall and replacement if it is subsequently found that the product does not meet requirements. (Applicable to AS9100 Standard Only)

Where KAPCO delegates verification activities to the supplier, the requirements for the delegation shall be defined and a register of delegations maintained. (Applicable to AS9100 Standard Only)

Where KAPCO or our customer intends to perform verification at the supplier's premises, KAPCO shall state the intended verification arrangements and method of product release in the purchasing information.

- Customer verification activities performed at any level of the supply chain should not be used by KAPCO or the supplier as evidence of effective control of quality and does not absolve KAPCO or the supplier of the responsibility to provide acceptable product and comply with all requirements.

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**7.5 Production Provision:**

**7.5.1 Control of Production Provision:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-176, MSP-700, PQO-400, TGC-650, QRP-725
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	PQO-400, TGC-650, QRP-725
AMS	ISO9001, AS9120	PQO-400, TGC-650, QRP-725

KAPCO shall plan and carry out production provision under controlled conditions. Controlled conditions shall include, as applicable:

- a) the availability of information that describes the characteristics of the product,
- b) the availability of work instructions, as necessary,
- c) the use of suitable equipment,
- d) the availability and use of monitoring and measuring devices,
- e) the implementation of monitoring and measurement,
- f) the implementation of product release, delivery and post delivery activities,
- g) accountability for all product during manufacture and/or processing (e.g., parts quantities, split orders, nonconforming product),
- h) evidence that all production and inspection/verification operations have been completed as planned, or as otherwise documented and authorized,
- i) provision for the prevention, detection, and removal of foreign objects,
- j) monitoring and control of utilities and supplies (e.g., water, compressed air, electricity, chemical products) to the extent they affect conformity to product requirements, and
- k) criteria for workmanship, which shall be stipulated in the clearest practical manner (e.g., standards, representative samples or illustrations).

Planning shall consider, as applicable:  
 (This Section Applicable to AS9100 Standard Only)

- establishing, implementing, and maintaining appropriate processes to manage critical items, including process controls where key characteristics have been identified,
- designing, manufacturing and using tooling to measure variable data,
- identifying in-process inspection/verification points when adequate verification of conformance cannot be performed at later stages of realization, and
- special processes

**7.5.1.1 Production Process Verification:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PQO-400, OPS-176, MSP-700, N/A Per AS9120
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification, N/A per AS9120
CT	ISO9001, AS9100, AS9120	PQO-400, N/A Per AS9120
AMS	ISO9001, AS9120	N/A Per AS9120

KAPCO shall use a representative item from 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 requirements. This process shall be repeated when changes occur that invalidate the original results (e.g., engineering changes, manufacturing process changes, tooling changes). This verification process is referred to as a First Article Inspection. (Applicable to AS9100 Standard Only)

**7.5.1.2 Control of Production Process Changes:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-176, MSP-700, N/A Per AS9120
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification, N/A Per AS9120
CT	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification, N/A Per AS9120
AMS	ISO9001, AS9120	N/A Per AS9120

Persons authorized to approve changes to production process shall be identified.  
(Applicable to AS9100 Standard Only)

KAPCO shall control and document changes affecting processes, production equipment, tools or software programs. (Applicable to AS9100 Standard Only)


The results of changes to production processes shall be assessed to confirm that the desired effect has been achieved without adverse effects to product conformity.  
(Applicable to AS9100 Standard Only)

**7.5.1.3 Control of Production Equipment, Tools and Software Programs:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-176, MSP-700, TGC-650
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification, N/A per AS9120
CT	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification, N/A per AS9120
AMS	ISO9001, AS9120	N/A per AS9120

Production equipment, tools and software programs used to automate and control/monitor product realization processes, shall be validated prior to release for production and shall be maintained. (Applies to AS9100 Standard Only)

Storage requirements, including periodic preservation/condition checks, shall be defined for production equipment or tooling in storage. (Applies to AS9100 Standard Only)

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**7.5.1.4 Post-Delivery Support:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
AMS	ISO9001, AS9120	Exclusion – See Section 1.3.1 for justification

**7.5.2 Validation of Processes for Production Provision:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CA-SC	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	Exclusion – See Section 1.3.1 for justification
AMS	ISO9001, AS9120	N/A per AS9120

**7.5.3 Identification and Traceability:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PQO-400, CCD-095, SCI-625, PRD-040, OPS-176, MSP-700, OPS-175
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	PRD-040, PQO-400, SCI-625, OPS-175
AMS	ISO9001, AS9120	PRD-040, PQO-400, SCI-625, OPS-175

Where appropriate, KAPCO shall identify the product by suitable means throughout product realization.

KAPCO shall maintain the identification of the configuration of the product in order to identify any differences between the actual configuration and the agreed configuration.

KAPCO shall identify the product status with respect to monitoring and measurement requirements throughout product realization.

When acceptance authority media are used (e.g., stamps, electronic signatures, passwords), KAPCO shall establish and document controls for the media.

Where traceability is a requirement, KAPCO shall control the unique identification of the product and maintain records.

KAPCO shall maintain product identification and traceability by suitable means (e.g., labels, bar codes, or other) *from receipt; during splitting, storage, packaging, and preservation operations; and until delivery (including subcontracted handling or packaging operations).*

**7.5.4 Customer Property:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PQO-400,
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	PQO-400
AMS	ISO9001, AS9120	PQO-400

KAPCO shall exercise care with customer property while it is under KAPCO control or is being used by KAPCO. KAPCO shall identify, verify, protect and safeguard customer property provided for use or incorporation into the product. If any customer property is lost, damaged, or otherwise found to be unsuitable for use, this shall be reported to the customer and records maintained.

Customer property can include intellectual property including customer furnished data used for design, production and/or inspection.

**7.5.5 Preservation of Product:**


Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-175, HAZMAT Manual
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	OPS-175, HAZMAT Manual
AMS	ISO9001, AS9120	ICP-175

KAPCO shall preserve the product during internal processing and delivery to the intended destination in order to maintain conformity to requirements. As applicable, preservation of product shall include identification, handling, packaging, storage and protection. Preservation shall also apply to the constituent parts of a product.

Preservation of product shall also include, where applicable in accordance with product specifications and/or applicable statutory and regulatory requirements, provisions for:

- a) Cleaning,
- b) prevention, detection and removal of foreign objects,
- c) special handling for sensitive products,
- d) marking and labeling including safety warnings,
- e) shelf life control and stock rotation, and
- f) special handling for hazardous materials.

Serviceable parts shall be physically separated from unserviceable parts.

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**7.6 Control of Monitoring and Measuring Devices:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PQO-400, TGC-650, QRP-725
CA-SC	ISO9001, AS9100, AS9120	Exclusion - See Section 1.3.1 for justification
CT	ISO9001, AS9100, AS9120	PQO-400, TGC-650, QRP-725
AMS	ISO9001, AS9120	PQO-400, TGC-650, QRP-725

KAPCO shall determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determined requirements.


KAPCO shall maintain a register of these monitoring and measuring devices, and define the process employed for their calibration including details of equipment type, unique identification, location, frequency of checks, check method and acceptance criteria.

KAPCO shall establish processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements.

Environmental conditions shall be suitable for the calibrations, inspections, measurement and tests being carried out.

Where necessary to ensure valid results, measuring equipment shall:

- a) be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;
- b) be adjusted or re-adjusted as necessary;
- c) be identified to enable the calibration status to be determined;
- d) be safeguarded from adjustments that would invalidate the measurement result;
- e) be protected from damage and deterioration during handling, maintenance and storage;


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KAPCO shall establish, implement, and maintain a process for the recall of monitoring and measuring equipment requiring calibration or verification.

In addition, KAPCO shall assess and record the validity of the previous measuring results when equipment is found not to conform to requirements. KAPCO shall take appropriate action on the equipment and any product affected.

Records of results of calibration and verification shall be maintained.

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

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## SECTION 8 MEASUREMENT, ANALYSIS AND IMPROVEMENT

### 8.1 General:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025, PQO-400, SIP-425
CA-SC	ISO9001, AS9100, AS9120	MRP-025, PQO-400, SIP-425
CT	ISO9001, AS9100, AS9120	MRP-025, PQO-400, SIP-425
AMS	ISO9001, AS9120	MRP-025, PQO-400, SIP-425

KAPCO shall plan and implement the monitoring, measurement, analysis, and improvement processes needed:

- to demonstrate conformity to product requirements,
- to ensure conformity of the quality management system, and
- to continually improve the effectiveness of the quality management system.

This shall include determination of applicable methods, including statistical techniques, and the extent of their use.

**8.2 Monitoring and Measurement:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CRP-900, IAP-500, MRP-025, PQO-400, MSP-700, OPS-176
CA-SC	ISO9001, AS9100, AS9120	CRP-900, IAP-500, MRP-025
CT	ISO9001, AS9100, AS9120	CRP-900, IAP-500, MRP-025, PQO-400
AMS	ISO9001, AS9120	CRP-900, IAP-500, MRP-025, PQO-400

**8.2.1 Customer Satisfaction:**

As one of the measurements of the performance of the quality management system, KAPCO shall monitor information related to customer perception as to whether KAPCO has met customer requirements. The methods for obtaining and using information shall be determined.

Information to be monitored and used for the evaluation of customer satisfaction shall include, but is not limited to:

- a) product conformity,
- b) on-time delivery performance,
- c) customer complaints and
- d) corrective action requests.


KAPCO shall develop and implement plans for customer satisfaction improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results.

**8.2.2 Internal Audit:**

KAPCO shall conduct internal audits at planned intervals to determine whether the quality management system:

- a) conforms to the planned arrangements, to the requirements of the international standard and to established KAPCO Quality Systems requirements, and
- b) is effectively implemented and maintained.

An audit program shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits.

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The audit criteria, scope, frequency, and methods shall be defined.

The selection of auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

A documented procedure shall be established to define the responsibilities and requirements for planning and conducting audits, establishing records and reporting results.

Records of the audits and their results shall be maintained.

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

### **8.2.3 Monitoring and Measurement Process:**

KAPCO shall apply suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods shall demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action shall be taken, as appropriate.

In the event of process nonconformity, KAPCO shall:

- a) take appropriate action to correct the nonconforming process,
- b) evaluate whether the process nonconformity has resulted in product nonconformance,
- c) determine if the process nonconformity is limited to a specific case or whether it could have affected other processes or products, and
- d) identify and control any nonconforming product (See 8.3).

**8.2.4 Monitoring and Measurement of Product:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PQO-400, OPS-176, MSP-700, SIP-425, OPS-175, QRP-725
CA-SC	ISO9001, AS9100, AS9120	PQO-400, SIP-425, OPS-175, QRP-725
CT	ISO9001, AS9100, AS9120	PQO-400, SIP-425, OPS-175, QRP-725
AMS	ISO9001, AS9120	PQO-400, SIP-425, OPS-175, QRP-725

KAPCO shall monitor and measure the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with planned arrangements. Evidence of conformity with the acceptance criteria shall be maintained.

Measurement requirements for product acceptance shall be documented and shall include:

- a) Criteria for acceptance and/or rejection,
- b) Where in the sequence measurement and testing operations are to be performed,
- c) Required records of the measurement results (at a minimum, indication of acceptance or rejection), and
- d) Any specific measurement instruments required and any specific instructions associated with their use.

When critical items, including key characteristics, have been identified KAPCO shall ensure they are controlled and monitored in accordance with the established processes.

When KAPCO uses sampling inspection as a means of product acceptance, the plan shall be justified on the basis of recognized statistical principles and appropriate for use (i.e., matching the sampling plan to the criticality of the product and to the process capability).

Where product is released for production pending completion of all required measurement and monitoring activities, it shall be identified and recorded to allow recall and replacement if it is subsequently found that the product does not meet requirements. (Applicable to AS9100 Standard Only)

Records shall indicate the person(s) authorizing release of product for delivery to the customer.

Where required to demonstrate product qualification, KAPCO shall ensure that records provide evidence that the product meets the defined requirements.

Product release and service delivery shall not proceed until planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer.

KAPCO shall ensure that all documents required to accompany the product are present at delivery.

### 8.2.5 Evidence of Conformity

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	OPS-175, CCD-095, CRP-900
CA-SC	ISO9001, AS9100, AS9120	OPS-175, CCD-095, CRP-900
CT	ISO9001, AS9100, AS9120	OPS-175, CCD-095, CRP-900
AMS	ISO9001, AS9120	OPS-175, CCD-095, CRP-900

*When required, KAPCO shall provide the customer with evidence of the product's conformity to its technical specifications. (AS9120 Only)*

*When splitting product, copies of original documents shall be annotated with the following information: amount delivered relative to amount received, purchase order number, customer's name, and supplier's name. (AS9120 Only)*

*Where there is a formal agreement with the customer, KAPCO may deliver a certificate of conformity created by KAPCO that references the original manufacturer's certificate of conformance and documents that are retained and traceable by KAPCO; and, if applicable, that defined requirements have been met throughout KAPCO's processes. (AS9120 Only)*

### 8.3 Control of Nonconforming Product:

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	NCM-360
CA-SC	ISO9001, AS9100, AS9120	NCM-360
CT	ISO9001, AS9100, AS9120	NCM-360
AMS	ISO9001, AS9120	NCM-360

KAPCO shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure shall be established to define the controls and related responsibilities and authorities for dealing with nonconforming product.

KAPCO's documented procedure shall define the responsibility for review and authority for the review and disposition of nonconforming product, and the process for approving personnel making these decisions.

Where applicable, KAPCO shall deal with nonconforming product by one or more of the following ways:

- a) by taking action to eliminate the detected nonconformity;
- b) by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
- c) by taking action to preclude its original intended use or application.
- d) By taking action appropriate to the effects, or potential effects, of the nonconformity when nonconforming product is detected after delivery or use has started;
  - KAPCO's nonconforming product control process shall provide for timely reporting of delivered nonconforming product.
  - Where KAPCO is the FAA production approval holder, it has the regulatory reporting responsibility per FAR 21.3.
- e) By taking actions necessary to contain the effect of the nonconformity on other processes or products.

Dispositions of use-as-is, or repair shall only be used after approval by an authorized representative of the organization responsible for design.

KAPCO shall not use dispositions of use-as-is or repair, unless specifically authorized by the customer, if the product is produced to customer design or the nonconformity results in a departure from the contract requirements.

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

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

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained.

**8.4 Analysis of Data:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

KAPCO shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data shall provide information relating to:

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

**8.5 Improvement:**

**8.5.1 Continual Improvement:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	MRP-025
CA-SC	ISO9001, AS9100, AS9120	MRP-025
CT	ISO9001, AS9100, AS9120	MRP-025
AMS	ISO9001, AS9120	MRP-025

KAPCO shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

KAPCO shall monitor the implementation of improvement activities and evaluate the effectiveness of the results.

**8.5.2 Corrective Action:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	CAP-350
CA-SC	ISO9001, AS9100, AS9120	CAP-350
CT	ISO9001, AS9100, AS9120	CAP-350
AMS	ISO9001, AS9120	CAP-350

KAPCO shall take action to eliminate the causes of nonconformance in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.

The documented procedure shall be established to define requirements for:

- a) reviewing nonconformities (including customer complaints),
- b) determining the causes of nonconformities,
- c) evaluating the need for action to ensure that nonconformities do not recur,

- d) determining and implementing action needed,
- e) records of the results of action taken,
- f) reviewing the effectiveness of the corrective action taken,
- g) flowing down corrective action requirements to a supplier, when it is determined that the supplier is responsible for the nonconformity,
- h) specific actions where timely and/or effective corrective actions are not achieved, and
- i) determining if additional nonconforming product exists based upon the causes of the nonconformities and taking further actions when required.

**8.5.3 Preventive Action:**

Applicable Site	Applicable Standard(s) By Site	Section Support Procedure(s) and/or Documents
CA	ISO9001, AS9100, AS9120	PAP-340
CA-SC	ISO9001, AS9100, AS9120	PAP-340
CT	ISO9001, AS9100, AS9120	PAP-340
AMS	ISO9001, AS9120	PAP-340

KAPCO shall determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions shall be appropriate to the effects of the potential problems.

The documented procedure shall be established to define requirements for:

- a) determining potential nonconformities and their causes,
- b) evaluating the need for action to prevent occurrence of nonconformities,
- c) determining and implementing action needed,
- d) records of results of action taken,
- e) reviewing the effectiveness of the preventive action taken.