

# 3-R Sales



## Quality Commitment

				
<b>Nuts</b> Lock nuts, slotted, hex, barrel & nut plates	<b>Bolts</b> 12-point, drilled, undrilled, corrosion resistant, high-torque	<b>Screws</b> Machine, set, cap, torx & socket cap	<b>Fittings</b> Fittings for air, oil and water applications	<b>Fasteners</b> Mil-Spec and Aerospace hardware for all land, air, space, defense and water applications

## Quality System Manual

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# Introduction

The Company has developed and implemented this Quality Management System (QMS) in order to improve the overall performance and provide a sound basis for sustainable development initiatives. Also, the purposes of the QMS are:

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

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

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

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

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

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

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

This manual and the corresponding QMS are complimentary to requirements for products and services and incorporates the process approach including the "Plan-Do-Check-Act" (PDCA) cycle and risk based thinking.

## 1.0 - Scope

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

3-R Sales shall be referred to in this document by either 3-R Sales or the Company.

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

## 2.0 - Normative References

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

- International Standard ISO 9001:2015 Quality Management Systems – Requirements
- International Standard ISO 9000:2015 Quality Management Systems – Fundamentals and Vocabulary
- American National Standard ANSI/ISO/ ASQ 9004-2009: A quality management approach- Managing for the sustained success of an organization

## 3.0 - Terms and Definitions

Approved Suppliers List - a list of suppliers of materials or services which have been successfully reviewed or audited by 3-R Sales as certified to supply on contracts specifying the quality standards within this manual.

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

Audit criteria - set of policies, procedures, or requirements used as a reference against which objective evidence is compared.

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

Batch (Volume or Lot) - an identifiable collection of products, quantity of material, or a single type, grade, class, size or composition produced in the same facility under essentially the same conditions and at essentially the same time.

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

Characteristic - a distinguishing feature or any distinct property or attribute of a product, process or service that can be described or measured to determine conformance or nonconformance to specific requirements.

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

Conformance/ conformity - fulfilment of a requirement.

Context of the organization - combination of internal and external issues that can have an effect on an organization's approach to developing and achieving its objectives.

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

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binding agreement.

Correction - action to eliminate a detected nonconformity.

Corrective action - action to eliminate the cause of a detected nonconformity or other undesirable situation and to prevent reoccurrence.

Customer - the person or organization that could or does receive a product or a service that is intended for or required by this person or organization.

Customer Owned Property - any type of part, sub-assembly, fixture, accessories, manuals, drawings, computers, software, shipping containers that belong to a customer.

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

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

Defect - nonconformity related to an intended or specified use.

Disposition - an action to determine whether or not production process and quality assurance programs are capable of producing a quality product or providing a quality service and generating evidence that supports decisions of acceptability.

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

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

Improvement - activity to enhance performance.

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

Inspection - the determination of conformity to specified requirements.

Inspection and Test Point - a location or stage in the production cycle where inspection and testing are performed by personnel whose responsibility is to determine the acceptability of products or services and to record inspection and test data.

Interested party - person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity; a stakeholder.

Involvement - taking part in an activity, event, or situation.

Management - coordinated activities to direct and control an organization.

Management System- set of interrelated or interacting elements of an organization to establish policies and objectives and processes to achieve those objectives.

Measurement - process to determine a value.

Measuring Equipment- measuring instrument, software, measurement standard, reference material, or auxiliary apparatus or combination thereof necessary to realize a measurement process.

Metrological Confirmation- set of operations required to ensure that measuring equipment conforms to the requirements for its intended use.

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

Non-conformance - a deficiency in any characteristics, documentation or procedure which renders the

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quality of a product or service unacceptable or indeterminate, or not, according to specified requirements. Non-fulfilment of a requirement. Examples of non-conformance are: physical defects, test failures, inadequate documentation, and deviations from prescribed processing or from any other part of program.

Opportunity- a set of circumstances, usually in a favorable condition, that make it possible to do something.

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

Performance - measurable result.

Policy- organization intentions and direction of an organization as formally expressed by its top management

Preventative Action- action to eliminate the cause of a potential nonconformity or other potential undesirable situation.

Procedure- Specified way to carry out an activity or a process.

Process - set of interrelated or interacting activities that uses inputs to deliver an intended result.

Product- output of an organization that can be produced without any transaction taking place between the organization and the customer.

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

Project Management Plan- document specifying what is necessary to meet the objective of the project.

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

Quality Assurance - part of quality management focused on providing confidence that quality requirements will be fulfilled.

Quality Control- part of Quality Management focused on fulfilling quality requirements.

QMP - Quality Management Procedure. Specified way to carry out an activity or process.

QMS - Quality Management System. Part of a management system with regard to quality.

Quality Objective- an objective related to quality.

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

Quality Systems Procedure (QSP) - the section of the quality assurance manual pertaining to a specific requirement of the quality standard to which it has been written.

Record- Document stating results achieved or providing evidence of activities performed.

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

Regulatory/ Statutory Requirement- obligatory requirement specified by an authority mandated by a legislative body.

Release- permission to proceed to the next stage of a process or the next process.

Repair - action on a nonconforming product or service to make it acceptable for the intended use.

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



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Risk - effect of uncertainty on an expected result.

Scrap- action on a nonconforming product or service to preclude its originally intended use.

Service- Output of an organization with at least one activity necessarily performed between the organization and the customer.

Specification- document stating requirements

Strategy – plan to achieve a long-term or overall objective.

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

Traceability- ability to trace the history, application, or location of an object.

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

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

## 4.0 - Context of the Organization

### 4.1 - Understanding the Organization and Its Context

3-R Sales has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the company. This requires understanding internal and external issues that are of concern to 3-R Sales and its interested parties (identified in 4.2 below).

Such issues are monitored and updated as appropriate, and discussed as part of management reviews process (Section 9.3)

#### Internal Issues

The following internal issues are relevant to the purpose and the strategic direction of 3-R Sales , and to achieving the intended results of the QMS:

- Financial resources,
- Technological resources,
- Organizational knowledge
- Availability and retention of skilled workforce
- Availability and development of qualified supplier

#### External Issues

The following external issues are relevant to the purpose and the strategic direction of 3-R Sales , and to achieving the intended results of the QMS:

- Competition,
- Statutory and regulatory changes and developments,
- National and international economy
- Cultural and political changes and trends

### 4.2 - Understanding the Needs and Expectations of Interested Parties

The issues determined per 4.1 above are identified through an analysis of risks facing 3-R Sales and its interested parties. “Interested parties” are those stakeholders who receive our Products, or who may be impacted by them, or those parties who may otherwise have a significant interest in our company.

This information is then used by Top Management to determine the company’s strategic direction. This is defined in records of management review, and periodically updated as conditions and situations change.

Interested Party	Relevance to the Quality Management system	Monitoring Process	Additional Resources
Stake Holders	Determines the strategic direction of the company	Swimlanes, Management Dashboards, and Management Review	<a href="#">Swimlane - Overview, Management Dashboard, Management Review Search</a>

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Customers	Direct Recipient of company services	Customer Dashboard, On-time Delivery, Management Dashboard, Management Reviews, Non Conformance Dashboard	Customer Dashboard, Management Dashboard, Management Review Search, NCR Dashboard
Employees	Responsible for product realization at company	Training logs, Training Dashboards,	Training Search, Training Dashboard
End Users	Customers of company directly impacted by the quality of products or services provided	Customer Dashboard, Management Dashboard, Management Review Minutes	Customer Dashboard, Management Dashboard, Management Review Search
Suppliers (External Providers)	Provider of supporting services or raw material	Approved supplier list, Supplier Dashboard, NCR Dashboard	Suppliers, Supplier Dashboard, NCR Dashboard
Regulators	Federal or State regulations can directly impact the company facilities operations	Maintenance Records, Maintenance Dashboard	Maintenance, Maintenance Log, Maintenance Dashboard
Certification Bodies	Assess conformance to ISO 9001:2015 standard so CB's must be kept notified to changes for company QMS	CB audit reports, Corrective action responses	NCR Dashboard, NCR Search
Competitors	Provides competition to company and ensures competitive price and delivery from company	Sales Feed back, Sales Risk and Opportunists, Customer Feedback	Swimlane - Overview, Customer Dashboard

## 4.3 - Determining the Scope of the Quality Management System

The Scope of the QMS is established by:

3-R Sales has determined the boundaries and applicability of the quality management system to establish its scope. When determining this scope, 3-R Sales

- the external and internal issues referred to in 4.1;
- the requirements of relevant interested parties referred to in 4.2;
- the products and services of the organization and the industries served.
- All processes within all functional areas of 3-R Sales business operations Scope of Business;
- Requirements of ISO 9001:2015

3-R Sales applies all the requirements of the International Standard if they are applicable within the determined scope of the quality management system.

The scope of 3-R Sales quality management system is available and maintained as documented information. The scope of business states in part the types of products and services and the industry by 3-R Sales, and provides justification for any requirement of the International Standard that 3-R Sales determines is not applicable to the scope of the quality management system.

Conformity to the International Standard may only be claimed if the requirements determined as not being applicable do not affect the 3-R Sales ability or responsibility to ensure the conformity of its process and the enhancement of customer satisfaction

- Products
  - Distribution of Aircraft Equipment Parts and Supplies
  - Distribution of Aviation Equipment Parts and Supplies
  - Distribution of Aerospace Equipment Parts and Supplies
- Industries Served
  - Aerospace
  - Defence
  - Commercial

Scope of business:

Scope of Registration covers the Quality Management System for distribution of Aircraft, Aviation, and Aerospace Equipment Parts and Supplies. Specializing in aerospace fasteners & related items.

## Not Applicable

Clause	Reason
8.3 - Design and Development of Products and Services	The company builds to customer requirements only
8.5.3 - Property Belonging to Customers or External Providers	3R-Sales does not house customer property of any kind.

## 4.4 - Quality Management System and its Processes

3-R Sales has established, documented and implemented a Quality Management System (QMS) in accordance with the requirements of ISO 9001:2015. The system is maintained and continually improved using the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review.

3-R Sales has Identified the processes needed for the QMS and their application throughout the organization and documented them on the company overview swimlane. To design and implement the QMS, 3-R Sales has:

Determined the necessary inputs and outputs expected for these processes and the process procedures;

- Determined the sequence and interaction of these processes, and illustrated them on the Company (see [Swimlane - Overview](#))
- Determined criteria and methods needed to ensure that the operation and control of the processes are effective, and documented them in quality plans, work instructions and the Measuring, Monitoring and Analysis Table
- Ensured the continuing availability of resources and information necessary to achieve planned results and continual improvement of these processes
- Distributed responsibility and authority in process procedures (see [ORG Chart](#))
- Determined risks and opportunities (see [Swimlane - Overview](#))
- Established systems to monitor, measure and analyze these processes,
- Established processes to identify and implement actions necessary to achieve planned results and improvement of these processes and QMS,
- Improve when necessary the processes and QMS.

3-R Sales maintains documented information to support the operation of its processes, and retains documented information (Records) to have confidence that the processes are being carried out as planned (see also sec. [7.5](#)).

## 5.0 - Leadership

### 5.1 - Leadership and Commitment

#### 5.1.1 - General

3-R Sales' top management has been actively involved in implementing the QMS and taken accountability for its effectiveness. It has provided the context and strategic direction for the growth of the QMS, and established compatible quality objectives and the quality policy.

To continue to provide leadership, management is committed to the development and implementation of the QMS and continually improving its effectiveness by communicating to the organization the importance of meeting requirements, establishing the quality policy and quality objectives, their context within the organization, conducting management reviews of the QMS and ensuring the availability of necessary resources.

Leadership provides integration of QMS requirements into the business processes of the organization, promoting the use of the process approach and risk-based thinking to promote improvement; providing the resources necessary for the QMS; engagement, direction, and motivation of the personnel that contribute to the effectiveness of the QMS, and supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility to ensure that the QMS achieves its intended results.

### 5.1.2 - Customer Focus

3-R Sales demonstrates leadership and commitment to customer focus by ensuring that customer and applicable statutory and regulatory requirements are determined, understood, and consistently met; risk and opportunities that can affect the conformity of products and services and the ability to enhance customer satisfaction are determined and addressed, and the focus on enhancing customer satisfaction is maintained.

## 5.2 - Policy

3R-Sales is committed to providing the highest quality and service to meet and exceed all of our customer requirements. We achieve this through continuous improvement of our Quality Management System in our business operation, as well as through the monitoring of Measurable Quality Objectives.

### 5.2.1 - Establishing the Quality Policy

3-R Sales strives to identify current and future customer needs, to meet customer requirements and exceed customer expectations.

Top management is responsible to ensure that the quality policy:

- Is appropriate to the purpose and context of the company,
- Provides a framework for establishing and reviewing quality objectives,
- Includes a commitment to comply with requirements,
- Continually improves the quality management system,
- And is reviewed for continuing suitability during the Management Review Process.

### 5.2.2 - Communicating Quality Policy

Top management ensures that the quality policy is communicated to all employees and it is included in new employee training and training on the QMS, to maintain high standards within our organization.

- Available in the form of documented information,
- Is communicated, understood and applied within the organization,
- And is available to the relevant interested parties as appropriate.

## 5.3 - Organizational Roles, Responsibilities, and Authorities

Top management ensures that the relevant responsibilities and authorities are assigned, communicated, and understood throughout the organization. These are defined in the job descriptions and can be found in the training dashboard. Top management will assign as appropriate the responsibility and authority to:

- Ensure that the QMS conforms to the requirements of the ISO 9001:2015 standard
- Ensures that the processes are delivering their intended outputs
- Reports to top management on the performance of the QMS and any opportunities for improvement
- Ensures the promotion of customer focus throughout the organization
- And ensures the integrity of the QMS is maintained when changes are planned and implemented.

## 6.0 - Planning

### 6.1 - Actions to Address Risks and Opportunities

3-R Sales plans the QMS by understanding the organization and its context and the needs and expectations of interested parties with consideration for risks and opportunities, implements actions in the QMS processes and evaluates the effectiveness of these actions to:

- Give Assurance that the QMS can Achieve its intended results
- Enhance Desirable effects
- Prevent or reduce undesired effects
- And achieve improvement

Any actions taken to address risks and opportunities shall be planned, integrated and implemented in the QMS processes as seen in the company [Swimlane - Overview](#), and evaluated for effectiveness. Any actions taken are proportionate to the potential impact on the conformity of products and services. The company will use the Plan-Do-Check Act methodology to achieve desired results.

### 6.2 - Quality Objectives and Planning to Achieve Them

Quality objectives are established at relevant functions, levels and processes throughout the organization to implement and be consistent with the quality policy, to meet requirements for product and processes, and to improve the QMS and performance. Quality objectives set specific, measurable targets for improving operational performance to ensure process conformity and customer satisfaction and shall be documented, monitored, communicated and updated as needed.

When planning to achieve quality objectives, necessary actions, resources, people responsible, deadlines and evaluation types are determined.

### 6.3 - Planning of Changes

The evolution of the QMS and the corresponding changes to it will be planned and implemented with consideration for: the purpose of the changes and their potential consequences, the continued integrity of the QMS, the availability of resources and the assignment or reassignment of applicable responsibilities and authorities. Changes to the QMS will be conducted in the Plan- Do- Check- Act method and controlled and evaluated for effectiveness.

## 7.0 - Support

### 7.1 - Resources

3-R Sales management is committed to providing adequate resources for the implementation and improvement of the QMS, and for addressing customer satisfaction. Resources required for implementation and improvement of the QMS, and for increasing customer satisfaction may include personnel, suppliers, documentation, equipment, infrastructure, work environment, and financial resources.

#### 7.1.1 - General

The top management personnel and process owners are responsible for determining resource requirements for the implementation and improvement of the QMS, and for addressing customer satisfaction. The possibilities and restrictions of the internal resources as well as feasibility and challenges of using external providers, are determined in the Resource Management Processes.

The principal forum for determining and communicating resource requirements is management review of the QMS. (See Management Review [9.3](#))

### 7.1.2 - People

3-R Sales identifies personnel training needs, provides required training, and evaluates the effectiveness of the training provided. Personnel assigned to perform specific tasks, operations and processes are qualified on the basis of appropriate education, experience or training. Employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives. Records of personnel qualifications and training are maintained in Simpletrak training module (see company [ORG Chart](#) for training records).

### 7.1.3 - Infrastructure

To carry out the processes and achieve conforming product 3-R Sales has determined the infrastructure needed. This includes, as applicable:

- Buildings, workspace and associated utilities,
- Process equipment (see [Maintenance](#) logs),
- Transport,
- Information and communication technology

As new infrastructure requirements arise, they will be entered into the Simpletrak maintenance module. Existing infrastructure is maintained to ensure product conformity.

### 7.1.4 - Processes Operation Environment

It is the responsibility of top management to identify and manage both the human and physical factors of the work environment that are necessary to carry out the processes and achieve conforming products. These factors may include but are not limited to safety, noise, language, and cleanliness. The management review process periodically reviews the conditions of the work environment to ensure the conformity of products. These reviews will address the following issues:

- Assessment of product requirements to identify where the human or physical factors may affect product quality (see also operational planning and control, section [8.1](#))
- Assessment and reassessment of current working environment conditions to determine if the working environment is suitable to achieve conforming product and maintain control of human and physical factors
- Implementation of work environment improvements needed to achieve conforming products

### 7.1.5 - Monitoring and Measuring Resources

#### 7.1.5.1 - General

3-R Sales has determined the monitoring and measurement to be undertaken to provide credible and reliable results. The structure of the resources includes: the monitoring and measuring equipment, a documented procedure and people who conduct monitoring and measuring. A documented procedure outlines the processes used to control monitoring and measurement; the processes are carried out in a manner that is consistent with the monitoring and measurement requirements.

Where necessary to ensure valid results, measuring equipment is:

- Calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards.
  - Adjusted or re-adjusted as necessary.
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- Identified to enable the calibration status to be determined.
- Safeguarded from adjustments that would invalidate the measurement result.
- Protected from damage and deterioration during handling, maintenance and storage.

In addition, the Quality Department assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. The Quality Department takes appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained.

The calibration system defines the extent and frequency of calibration to ensure that all inspection, measuring, test equipment and measurement standards used have the necessary controls and accuracy to perform the required measurements.

Equipment requiring calibration is identified and tracked through periodic recall and calibrated using documented procedures against certified equipment having a known value relationship to National or International Standards. Safeguards are used to prevent adjustments and modifications that would invalidate the calibration settings.

Equipment is utilized in environmental conditions suitable for the calibration, inspections, measurements and tests being performed and in a manner consistent with required measurement capability. Handling, transporting and storing of measuring equipment is done to prevent abuse, misuse, damage or change in dimensional or functional characteristics. .

### 7.1.5.2 - Measurement Traceability

The records of calibration contain as a minimum, a description of the equipment and a unique identification number, date on which each calibration was performed, calibration interval, results obtained and action taken when results are unsatisfactory. These records are made available to the customer's representative for review upon request and are maintained in accordance with section [7.5.3](#).

Requirements to the personnel, who conducts monitoring and measuring, are determined and carried out.

In the event measurement equipment is found not to conform, 3-R Sales measures all products deemed acceptable with that equipment with another instrument. If product is deemed acceptable material continues according to normal operating procedures. In cases where discrepant material has already been shipped to customers, appropriate follow-up actions are performed and recorded to ensure customer satisfaction.

Calibration events are controlled in the Simpletrak calibration module. These events include instructions, records and frequencies.

### 7.1.6 - Organizational Knowledge

3-R Sales considers knowledge an important resource to carry out processes and achieve conformity of product and services.

Company managers and process owners review changing needs and trends, taking into account existing knowledge and determine how to acquire or obtain access to additional information.

## 7.2 - Competence

3-R Sales determines the competency of personnel that affect the performance and effectiveness of the QMS. Competency is evaluated from a combination of appropriate education, training or experience and records are maintained. Competency can be acquired through training and awareness programs such as:

1. QMS Awareness Training: Explains the products we provide and how the QMS contributes to the

overall objectives of the company and provides awareness of applicable procedures relevant to a particular task.

- 2. Job Training: Trains personnel on the various tasks associated with each job description (see [ORG Chart](#)) .

Effectiveness of training may be evaluated using the performance evaluation of personnel, the consideration of competency and training when investigating causes of QMS failures and product or process nonconformities.

Training records are maintained in the Simpletrak training module.

### 7.3 - Awareness

Top management ensures that personnel and external providers performing work under the control of the organization are aware of the quality policy and corresponding quality objectives, their impact on the effectiveness of the QMS and the consequences of non-compliance with the QMS through training, briefings and meetings.

### 7.4 - Communication

3-R Sales determines internal and external communication relevant to QMS, including object of communication, when communication occurs, participants and ways of communication.

To carry out internal communication, employees at 3-R Sales have sufficient authority and the organizational freedom to identify, document, and communicate any issues related to the processes of the QMS and their effectiveness. In line with 3-R Sales policy of leadership through employee involvement, 3-R Sales’s personnel policies have established open communication throughout the organization. The effectiveness of our QMS is evident through Internal Audit results, Corrective and Preventive Actions, Customer satisfaction results, and the process performance measures. Internal Audit results, Customer Satisfaction Survey results, Corrective Actions and Preventive Actions are shared at process performance meetings as appropriate.

Customers, external providers, certification body, and the consultants are the subjects of external communication relevant to QMS.

Interaction with customers, including QMS issues, is defined in ‘Customer Communication’ process and procedures (sec. [8.2.1](#)).

Interaction with external providers, including QMS issues, is defined in ‘Purchasing’ process and procedures (sec. [8.4](#)).

The terms and content of interaction with the certification body and the consultants relevant to QMS are defined by top management per their responsibility and authority.

### 7.5 - Documented Information

#### Procedures

Procedure	Title	View
PR-7.5-1	CONTROL OF DOCUMENTED INFORMATION	
PR-7.5-2	CONTROL OF DOCUMENTED INFORMATION (RECORDS)	

#### 7.5.1 - General

3-R Sales maintains a documented QMS as a means to ensure that products and services conform to



specified requirements. The following four levels of documented information are utilized and maintained to meet the requirements of ISO 9001: 2015 and, where it is necessary, to ensure adequate control. Customer specific requirements, customer-specific manuals, and procedures are incorporated into the documented QMS as appropriate:

### Level 1: Quality Policy, Quality Objectives, Quality Manual

In the Quality Policy, the Organization's Leadership publicly determines the main principles and priorities that they will adhere regarding all the Interested Parties.

Quality Objectives are measurable documented improvement indicators that are established for corresponding levels and processes throughout the organization to implement the Quality Policy, to meet requirements for product and processes, and to improve the QMS and performance.

The Quality Manual has been prepared to describe 3-R Sales's QMS and includes the following:

- The scope of the QMS, and details of and justification for any exclusion.
- Reference to PR established for the QMS which clearly show the relationship between the requirements of the standard and documented procedures and;
- A process flow chart that clearly identifies the description and interaction between the processes of the QMS.

### Level 2: PR (Procedures)

PR define processes in accordance with the ISO 9000 series standards and are used to specify who does what (authorities/ assignments), when, where, how it is performed, and what documentation is used to verify that the quality activity was executed as required.

### Level 3: Work Instructions / Shop Practices and Documents of External Origin

Work Instructions / Shop Practices are used by 3-R Sales to detail how particular tasks are to be performed where the absence of such instructions would adversely affect quality.

Documents of external origin - are the laws, international, regional, national and industry standards, specifications, contracts, and other documents, which the company follows to ensure compliance with relevant legislation and customer requirements to achieve conformity of products and customer satisfaction.

### Level 4: Records and QSF (Forms)

Records are used by 3-R Sales to provide assurance and evidence that the required product or service quality was achieved, and that the company's quality management system has been implemented correctly.

QSF refer to tags, labels, stickers, preprinted sheets, and other means to identify the status of materials, products, equipment, gauges, and other devices used in the company to achieve the specified requirements.

## 7.5.2 - Creating and Updating

When creating and/or updating documented information, 3-R Sales ensures the following:

- Identification and description such as title, date, author, and/or reference number
- Format (e.g. language, software version, graphics) and media (e.g. paper, electronic)
- Review and approval for suitability and adequacy

### 7.5.3 - Control of Documented Information

Documented information required by 3-R Sales QMS is controlled to ensure:

- it is available and suitable for use, where and when it is needed;
- it is adequately protected from loss of confidentiality, improper use, or loss of integrity.

For the control of documented information, 3-R Sales controls the following activities, as applicable:

- Distribution, access, retrieval, and use
- Storage and preservation, including preservation of legibility
- Control of changes (e.g. version control)
- Retention and disposition

Documented information of external origin determined by 3-R Sales to be necessary for the planning and operation of the QMS are identified as appropriate, and controlled. Documented information that is retained as evidence of conformity is protected against unintended alterations.

Creating, updating and control of documented Information is carried out per PR-7.5-2 Control of Documented Information.

## 8.0 - Operations

### 8.1 - Operational planning and control

3-R Sales plans, implements and controls the processes (sec. 4.4) needed to meet the requirements for the provision of products and services, and to implement the actions determined in sec. 4.4

Operational planning processes includes determination of quality objectives for products, development of required processes and process documentation, and establishment of verification programs. The plan also defines requirements for records necessary to demonstrate process and product conformity. Operational planning and control is required before new products or processes are implemented. During this planning, management or assigned personnel identify:

- Requirements for the products and services
- Criteria for the processes and the acceptance of products and services
- Resources needed to achieve conformity to the product and service requirements
- Control implementation of the processes in accordance with the criteria
- Documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products and services to their requirements and ensure that this information is maintained and retained to the extent necessary.

The output of operational planning and control includes documented job routers or work orders, resource requirements, processes, equipment requirements, procedures, and test data and is determined to be suitable for the company's operations.

3-R Sales ensures that outsourced processes are controlled (sec. 8.4).

### 8.2 - Requirements for Products and Services

#### Procedures

Procedure	Title	View
PR-8.2-1	CUSTOMER RELATED PROCESSES	

## 8.2.1 - Customer Communication

3-R Sales has implemented an effective practice for communicating with customers in relation to:

- Product Information
- Inquiries, contracts and order handling, including amendments or changes
- Customer Feedback, including customer complaints
- Handling or controlling of customer property
- Specific requirements for contingency actions, when relevant.

Appropriate handling of communications can reduce customer dissatisfaction, and in many cases, turn a dissatisfying scenario into a satisfying experience. The sales process is responsible for establishing communication methods to ensure inquiries, contracts or order handling, including amendments, and customer feedback, and customer complaints which are handled expeditiously and professionally are handled through Simpletrak NCR customer complaint module.

The Sales process primary responsibility is directing the business acquisition, retention and product development efforts of the Company, including external communications.

3-R Sales exercises care with customer property while it is under the organization's control or being used.

Procedures are established for the control, storage, maintenance and accounting of Customer/Government furnished materials, tooling and equipment including data used for design, production and/or inspection provided to the Company for the performance of work under a specific contract or contracts. The procedures are submitted to the Customer or Government as applicable.

Customer/Government furnished property is inspected upon receipt to determine suitability and completeness of applicable documentation. Customer/Government furnished property not meeting the requirements is segregated and the Customer/Government notified of this condition.

Verification by the Company does not absolve the customer of the responsibility to provide an acceptable product.

Customer/Government furnished property used for incorporation in the Company's products is stored and handled in accordance with existing procedures applicable to the Company's purchased materials. The material is examined at normal inspection points and if damage has occurred after receipt, or if the material is lost, or otherwise unsuitable for use; this condition is handled as nonconforming material and the customer is notified.

## 8.2.2 - Determining the Requirements for Products and Services

Product requirements are determined to include customer requirements, statutory or regulatory requirements (if applicable), and other necessary requirements that may not be specified by the customer. Customer RFQ's are reviewed to ensure contract requirements are defined and can be met, and to resolve any incomplete or conflicting requirements. Order amendments and changes are likewise reviewed and are communicated to all relevant functions. Arrangements for communication with customers relating to product information, customer feedback and complaints are defined and implemented. Where appropriate, operational procedures and instructions for these activities are established and implemented.

When determining the requirements for the products and services to be offered to customers, 3-R Sales ensures that:

- The requirements for the products and services are defined, including any applicable statutory and regulatory requirements and those requirements considered necessary by the organization
- The organization can meet the claims for the products and services it offers.

### 8.2.3 - Review of Requirements Related to Products and Services

3-R Sales ensures that it is able to meet the requirements for products and services to be offered to customers. 3-R Sales conducts a review before committing to supply products and services to a customer, to include:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities;
- Requirements not stated by the customer, but necessary for the specified or intended use, when known;
- Requirements specified by the organization;
- Statutory and regulatory requirements applicable to the products and services;
- Contract or order requirements differing from those previously expressed.

3-R Sales ensures that contract or order requirements differing from those previously defined are resolved. The customer’s requirements are confirmed before acceptance or when the customer does not provide a documented statement of their requirements.

3-R Sales retains documented information, as applicable both on the results of the review and on any new requirements for the products and services.

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

3-R Sales ensures that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

## 8.4 - Control of Externally Provided Products and Services

### Procedures

Procedure	Title	View
PR-8.4-1	CONTROL OF EXTERNAL PROVIDERS	
PR-8.4-2	RECEIVING INSPECTION	

### 8.4.1 - General

3-R Sales evaluates its external providers and purchases only from those that can satisfy quality requirements. Quality performance of external providers is monitored and evaluated. Purchasing documents clearly and completely describe ordered products, including quality requirements. Purchasing documents are reviewed and approved prior to release. Purchased products are verified before they are used or shipped.

3-R Sales is responsible for the quality of all products purchased from external providers, including customer designated sources.

3-R Sales:

- Maintains a register of approved external providers (suppliers) (AEPL - ‘Approved External Providers List’) that includes the scope of the approval.
- Periodically reviews external providers performance, records of these reviews are used as a basis (see [Suppliers](#) scorecards) for establishing the level of controls to be implemented.
- Defines the necessary actions to take when dealing with external providers that do not meet the requirements.
- Ensures where required that both the Company and all external providers use customer approved special process sources:

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- Ensures that the function having responsibility for approving external providers' management system has the authority to disapprove the use of sources.

All new external providers whose product, service or processes have impact on the quality of product, service or processes provided by 3-R Sales are evaluated regarding their quality and process capability. The criteria for selection of suppliers are defined in a documented procedure. Suppliers that meet the criteria will be approved and added to the Approved External Providers List. Products and/or services may be purchased only from suppliers who are listed on the Approved External Providers List.

Records of external providers' evaluations and performance are maintained in Simpletrak [Suppliers](#) module.

### 8.4.2 - Type and Extent of Control

3-R Sales ensures that:

- Externally provided processes remain within the control of its QMS
- Controls that are intended to be applied to external providers and controls applied to their intended outputs are defined
- Externally provided processes, products and services do not adversely affect the organization's ability to consistently deliver conforming products and services to its customers.
- The verification, or other activities, necessary to ensure that the externally provided processes, products, and services meet requirements

Quality performance of suppliers is monitored by supplier performance module in Simpletrak. Suppliers demonstrating inadequate performance may be asked to implement corrective action. If the requested corrective action is not implemented and there is no improvement in performance, the supplier will be removed from the Approved External Providers List.

3-R Sales has established and implemented a receiving inspection process or other activities necessary for ensuring that purchased product meets specified purchase requirements.

Verification activities may include:

- Obtaining objective evidence of the quality of the product from the external provider (e.g. accompanying documentation, certificates of conformance, test reports, statistical records, process controls)
- Inspection and audit at the external providers premises
- Review of the required documentation
- Inspection of products upon receipt
- Delegation of verification to the external provider, or external provider certification

Purchased product shall not be used or processed until it has been verified as conforming to specific requirements.

Where the company utilizes test reports to verify purchase product, the data in those reports is acceptable per application specifications.

Where the Company delegates verification activities to the external provider, the requirements for delegation are defined and a register of delegations maintained.

Where the Company or its customer intends to perform verification at the external provider's premises, the Company states the intended verification arrangements and method of product release in the purchasing information.

Where specified in the contract, the customer or the customer's representative is afforded the right to

verify at the supplier's and/or Company premises that subcontracted product conforms to the specified requirements.

Verification by the customer is not used by the Company as evidence of effective control of quality by the external provider and does not absolve the Company of the responsibility to provide acceptable product, nor does it preclude subsequent rejection by the customer.

### 8.4.3 - Information for External Providers

3-R Sales uses purchase orders (PO's) to describe the product or services to be purchased. Purchase Orders are created by designated individuals within the company. Purchasing documents are reviewed for adequacy and approved by purchasing personnel prior to release. Purchasing documents clearly describe the product to be purchased, including, where appropriate, the following:

- Quantity required
- Product part number, service, or process with appropriate description
- Material or process requirements
- Quality requirements
- Pricing
- Delivery requirements
- Approval of products, services, methods, processes and equipment or the release of products and services
- Competence, including any required qualification of persons
- External provider's interactions with the Organization
- Control and monitoring of the external provider's performance to be applied by the organization

Verification or validation activities that the organization, or its customer, intends to perform at the external provider's premise.

## 8.5 - Production and Service Provision

### Procedures

Procedure	Title	View
PR-8.5-1	FINAL INSPECTION	

### 8.5.1 - Control of Production and Service Provisions

3-R Sales plans and carries out production and service provision under controlled conditions. Controlled conditions include, as applicable:

- The availability of information that describes the characteristics of the product and the results to be achieved
- The availability and use of suitable monitoring and measuring resources
- The implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met
- The use of suitable infrastructure and environment for the operation of processes, utilities and supplies such as water, compressed air, electricity and chemical products
- The appointment of competent persons, including any required qualification. Accountability for all product during manufacture (e.g., parts quantities, split orders, nonconforming product)
- The validation and periodic reevaluation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent

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monitoring or measurement

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

Distribution Procedures, Sales Orders, Inspection Control Plans, and Service Procedures define 3-R Sales' plan for service. These sales orders or work orders provide detailed planning for all phases including the methods and equipment to be used and workmanship criteria.

### 8.5.2 - Identification and Traceability

3-R Sales identifies the outputs (sales orders) by suitable means throughout production.

Marking methods will be described in the applicable operations procedures.

Operations personnel are responsible to maintain the identification of the configuration of the product in order to identify any differences between the actual configuration and the agreed configuration.

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

Where traceability is a requirement, the Company controls and records the unique identification of the outputs.

(PR-8.5-1 Identification and Traceability) identifies the outputs by suitable means throughout production.

### 8.5.4 - Preservation

3-R Sales preserves the conformity of outputs during internal processing and delivery to the intended destination. sales Orders include instructions for identification, contamination control, handling, packaging, storage, transmission or transportation, and protection.

3-R Sales ensures that documents required by the contract/order to accompany the product are present at delivery and are protected against loss and deterioration.

### 8.5.5 - Post-Delivery Activities

Customer Service is carried out during Post-delivery activities; it includes Return Material Authorization (RMA). Any product that has been delivered to the customer that is not in conformance with contract specifications will be returned, a corrective action will be initiated, and returned to contract specifications or will be replaced.

In determining the extent of post-delivery activities that are required, the organization considers relevant statutory and regulatory requirements.

Documented Information including the nature, use, lifetime, customer requirements and customer feedback obtained during the post-delivery activities, is analyzed and:

- Used in the assessment of the risks and consequences of failures in the manufacturing process passed to Customer Service in the form of reports for management review (see [9.3.2](#));
- Considered by Customer Service when developing measures to improve the post-delivery activities processes.

### 8.5.6 - Control of Changes

Changes for production can be initiated by:

- Management (e.g. modernization based on the context of the organization analysis results (see [4.1](#)),

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- needs of interested parties (see 4.2) or customer feedback (see 5.1.2);
- Manufacturing process when vulnerability is detected and (or) opportunities for improvement are identified (see 4.4, 6.1), etc. See PR-8.5-1 Control of Production

Distribution process reviews and monitors changes for production and ensures the controlled manufacturing conditions after the changes (see 8.5.1).

Records of results of the review of changes, the persons authorizing the change, and any necessary actions arising from the review are maintained in accordance with procedure PR-7.5-1 Control of Documented Information.

## 8.6 - Release of Products and Services

3-R Sales monitors and measures the characteristics of the product in receiving inspection, in-process inspection, and final inspection to verify that requirements are met. Documented procedures have been established for product inspection.

Records of inspection includes evidence of conformity with the acceptance criteria and traceability to the person authorizing the release. Records of inspection are maintained.

Inspection status is determined by location of product. No product is used or shipped until the required inspections have been completed or otherwise verified as conforming to our specified requirements. Every product that is put on the shelf is inspected and acceptable. Products that do not pass inspection are segregated from good products and placed on the "Hold" shelf in accordance with procedure PR-8.3-1 Control of Nonconforming Product.

## 8.7 - Control of Non-Conforming Outputs, Products and Services

3-R Sales ensures that outputs and product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery.

Records of nonconformities outputs and product are maintained in Simpletrak NCR module (PR-7.5-1 Control of Documented Information) and include:

- Description of nonconformity;
- Description of actions taken including corrections;
- Description of concessions obtained;
- Identification of the authority deciding the action in respect of the nonconformity.
- When nonconforming product is corrected, it is re-inspected to ensure it conforms to requirements.
- When a nonconforming product is detected after delivery, the Company will take action appropriate to the effects or potential effects of the nonconformity.

In addition to any contract or regulatory authority reporting requirements, the Company's system provides for timely reporting of delivered nonconforming product that may affect reliability or safety. This notification includes a clear description of the nonconformity which includes as necessary parts affected, part numbers, revision, quantity and dates delivered. Depending on the nonconformity, this may include suppliers, internal parties, customers and regulatory authorities. See PR-8.7-01 Control of Non-Conforming Outputs, Products, and Services.

### Procedures

Procedure	Title	View
PR-8.7-1	NONCONFORMING PRODUCT	

## 9.0 - Performance Evaluation



### 9.1.1 - General

In 3-R Sales, the objects of monitoring, measurement, analysis and evaluation are: process criteria, product characteristics, performance and effectiveness of the QMS.

Statistical techniques, risk management and quality management tools are used for analyzing and evaluation of measurement data in accordance with established Quality Policy and Quality Objectives.

Monitoring and measuring is performed by using quality management system dashboards and system reports for review by interested parties.

Results from monitoring and measurement are analyzed and evaluated by the interested parties. Informational reports are passed to management for general review and making decisions on opportunities for improvement, any need for changes to the QMS, or resource needs (sec. 9.3).

Records of results of monitoring, measurement, analysis and evaluation are maintained in the Simpletrak QMS.

### 9.1.2 - Customer Satisfaction

As one of the measurements of the performance of the QMS, 3-R Sales monitors information relating to customer perception as to whether the Company has fulfilled customer requirements. Customer satisfaction is the principal objective of the QMS and the level of customer satisfaction is the most important measurement of the effectiveness of the system. Collecting and analyzing customer feedback and complaints, and customer satisfaction is utilized using the QMS database and presented during management review. Customer satisfaction data is used by management to identify opportunities for improvement.

### 9.1.3 - Analysis and Evaluation

3-R Sales analyzes and evaluates appropriate data and information arising from monitoring and measurement and uses the results to evaluate conformity of products and services, the degree of customer satisfaction, the performance and effectiveness of the QMS, the performance of external providers, the need for improvement of the QMS.

Evaluation whether the planning has been implemented effectively is a part of the planning of changes activities (sec. 6.3).

Evaluation of the effectiveness of actions taken to address risks and opportunities is a part of activities taken to address risks and opportunities (sec. 6.3).

## 9.2 - Internal Audit

3-R Sales plans and conducts internal audits at planned intervals to according to PR-9.2-1 Internal Audit for the following purposes:

- To verify whether quality activities and related results comply with planned arrangements including customer contractual requirements, compliance with ISO 9001: 2015, and any other additional QMS established by 3-R Sales.
- To determine if the overall effectiveness of the QMS implemented is maintained.

The management representative using the QMS produces an annual audit program, which identifies when each element, process or activity will be audited. Every critical element may be audited on a regular basis and at a minimum, audited once per year to determine effectiveness. When planning an audit program, changes affecting the organization are taken into consideration.

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The frequency at which an individual element, process, activity or product is audited is based upon the importance and status of the element, process, activity, or product and the results of previous audits. When internal or external nonconformities, customer complaints occur, or any changes affecting the organization where made, the audit frequency can be appropriately increased.

The Management representative is responsible for organizing and coordinating the internal audit to ensure that the audit criteria, scope, frequency and methods are defined, and that the following requirements of PR-9.2-1 Internal Audit are met:

- Definition of audit responsibilities.
- Definition of requirements for planning and conducting the audit including taking appropriate correction and corrective actions without undue delay.
- Assurance of auditor independence.
- Recording of audit results.
- Taking appropriate correction and corrective actions without delay
- Communication of audit results to management.

The Management Representative is responsible for ensuring the selection of auditors and the conduct of audits ensures objectivity and impartiality of the audit process. Auditors do not audit their own work.

Only qualified personnel may perform internal auditing activities. These qualified personnel are classified as internal auditors and have received the following training as a minimum:

- Training on internal auditing techniques
- Training and knowledge of applicable standards

This training may be performed by a trained lead auditor or by previously trained internal auditors.

Records of internal audit training are maintained according to PR-7.5-2 Control of Documented Information.

## Procedures

Procedure	Title	View
PR-9.2-1	INTERNAL AUDITS	

## 9.3 - Management Review

### 9.3.1 - General

3-R Sales Management activities include:

- Strategic planning;
- Management reviews of the QMS.

When carrying out strategic planning, management:

- Conducts review of external and internal context (sec. [4.1](#)),
- Defines who are the interested parties and what are their needs and expectations (sec. [4.2](#)),
- Based on the analysis, develops the strategic directions of the 3-R Sales, Quality Policy (sec. [5.0](#)).

This analysis and the Quality Policy relevance evaluation is held once a year.

Management conducts reviews of the QMS to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic directions of the 3-R Sales.

Results of the review are documented. Management reviews are a minimum of once per year. More frequent reviews may be scheduled in periods when organizational or product changes require increased

attention and input from top management.

### 9.3.2 - Management Review inputs

Assessment of the QMS is based on a review of information inputs to management review. These inputs include the following:

1. the status of actions from previous management reviews;
2. changes in external and internal issues that are relevant to the QMS;
3. information on the performance and effectiveness of the QMS, including trends in:
  - customer satisfaction and feedback from relevant interested parties;
  - the extent to which quality objectives have been met;
  - process performance and conformity of products and services;
  - nonconformities and corrective actions;
  - monitoring and measurement results;
  - audit results;
  - the performance of external providers;
4. the adequacy of resources;
5. the effectiveness of actions taken to address risks and opportunities;
6. opportunities for improvement.

### 9.3.3 - Management Review Outputs

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

1. opportunities for improvement, including the breakthrough projects initiation ;
2. any need for changes to the QMS;
3. resource needs.

The collection of pertinent management review input data & Customer feedback data is an on-going activity, not one that is only done at each management review.

## 10.0 - Improvements

### 10.1 - General

3-R Sales determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction. These include: improving products and services to meet requirements as well as to address future needs and expectations; correcting, preventing or reducing undesired effects; improving the performance and effectiveness of the QMS.

### 10.2 - Nonconformity and Corrective Action

3-R Sales takes action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered.

When a nonconformity occurs, including any arising from complaints, corrective actions are conducted. They include:

- reaction to the nonconformity and, as applicable
- taking action to control and correct it;
- dealing with the consequences;

Evaluation the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:

- reviewing and analyzing the nonconformity;
- determining the causes of the nonconformity;
- determining if similar nonconformities exist, or could potentially occur;
- implementation of any action needed;
- review of the effectiveness of any corrective action taken;
- updating risks and opportunities determined during planning, if necessary;
- making changes to the QMS, if necessary.

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

A documented procedure (PR-10.2-1 Corrective Action) describes taking appropriate corrective actions and provides the mandatory indication of:

- the nature of the nonconformities and any subsequent actions taken;
- the results of any corrective action.

## Procedures

Procedure	Title	View
PR-10.2-1	CORRECTIVE ACTION	

## 10.3 - Continual Improvement

3-R Sales continually improves the suitability, adequacy and effectiveness of the QMS at the system level through implementation of Small improvement cycles (small steps improvements) and Big improvement cycles (breakthrough projects). Thus, the conditions, described in the section 6.3 Planning of Changes are met.

Small improvement cycles are carried out in every QMS process and include the following:

1. a) Actions to address risks and opportunities.
2. b) Implementation of process approach in a chain: 'Process criteria definition > Criteria monitoring and measuring > Results review and evaluation, determination of trends and their causes; preventing undesired effects and (or) enhancing desirable effects'. Resources for monitoring and measuring, including the methods, techniques, personnel training, are described in Section 7.1.5 For Methods of analysis and evaluation, (see 9.1.1)

Small improvement cycles are carried out by improvement teams using expert opinion, brain storming, focus groups, etc. Team-leader is usually a process-owner.

If the decision scale of the group making improvements go beyond the power of process-owner, (s)he generates proposals for management review (see 9.3).

Big improvement cycles are carried out by 3-R Sales management in a chain: 'Context, strategy, quality policy and objectives review > Breakthrough projects implementation > Project Effectiveness Review > Organization wide application; Introduction into the QMS'.

Process-owners could also initiate the Breakthrough projects.

The breakthrough projects are as follows: modernization, launching of a new product, diversification, opening of branch offices, outsourcing, etc.

Continual improvement is the foundation of 3-R Sales sustainable development.

## Procedure Reference

Sub clause	Title	Procedure
1.0	Scope	
2.0	Normative References	
3.0	Terms and Definitions	
4.0	Context of the Organization	
5.0	Leadership	
6.0	Planning	
7.0	Support	PR-7.5-1: CONTROL OF DOCUMENTED INFORMATION PR-7.5-2: CONTROL OF DOCUMENTED INFORMATION (RECORDS) PR-8.2-1: CUSTOMER RELATED PROCESSES PR-8.4-1: CONTROL OF EXTERNAL PROVIDERS
8.0	Operations	PR-8.4-2: RECEIVING INSPECTION PR-8.5-1: FINAL INSPECTION PR-8.7-1: NONCONFORMING PRODUCT
9.0	Performance Evaluation	PR-9.2-1: INTERNAL AUDITS
10.0	Improvements	PR-10.2-1: CORRECTIVE ACTION