



Quality Management System
QMS Manual

QP.100 R0
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Quality Manual

ISO 9001:2008

QP.100 R0 – 03/03/14

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1 Preface

The Quality Management System presented within this manual and its supporting procedures reflect Texas Stress, Inc.'s strategic decision to adopt a process approach throughout our organization, in order to ensure compliance with customer requirements and to enhance customer satisfaction.

This approach considers the application of a system of processes throughout our organization, as well as the identification and interaction of these processes, and their management. This management system is consistent with the requirements specified by ISO 9001:2008, as it applies to the products and services provided by our organization.

The policies presented herein are applicable throughout all areas and levels of our organization. All employees are responsible for ensuring the quality of their work and for operating in conformance with the requirements of this QMS.

Cy Rankin
General Manager /
Management Representative




2 Quality Policy

QUALITY POLICY

Texas Stress' Quality Policy is to consistently provide our customers with heat treating services that will meet or exceed their quality requirements, while providing the best overall value. Texas Stress' quality management system has been implemented to achieve this goal, and we are committed to ensuring both its effective implementation and continuous improvement. We will provide the necessary leadership and resources for this endeavor, and ensure that all Texas Stress personnel are empowered with the responsibility and authority necessary to ensure customer satisfaction.

Cy Rankin
General Manager /
Management Representative

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3 Introduction

3.1 Scope and Exemptions

This Quality Manual provides specific details on the policies and procedures used by Texas Stress, Inc. to meet ISO 9001:2008 Quality Management System requirements, *as applicable to the provision of Heat Treating Services.*

Based on the nature of Texas Stress' products and services at the locations above, Texas Stress has chosen to take exclusion to the following clauses/requirements of the ISO 9001:2008 standard:

- 7.3 (Design and Development)

Products and services provided by Texas Stress are in order to satisfy the customer's specification(s) and as such are excluded from the requirements of clause 7.3.

Where Texas Stress chooses to outsource any process that affects conformity with requirements, Texas Stress' management will ensure that appropriate controls are established. Controls of outsourced processes are identified within this QMS.

3.2 Organizational Structure

Details on Texas Stress' organizational structure can be found by referencing the organization chart maintained by Texas Stress' Management Representative.



4 Quality Management System

4.1 General Requirements

Texas Stress establishes, documents, implements, maintains and continually improves this QMS in accordance with customer and other requirements.

In meeting these requirements, Texas Stress has adopted a process-based QMS that:

- Identifies the processes needed for the delivery of product;
- Determines the sequence and interaction of the processes (see Appendix A);
- Determines criteria and methods required to ensure the effective operations and control of these processes;
- Ensures the availability of information necessary to support the operation and monitoring of these processes;
- Measures, monitors, and analyzes these processes; and
- Implements action necessary to achieve planned results and continual improvement of these processes.

Where Texas Stress chooses to outsource any process that affects product conformity with requirements, Texas Stress management will ensure that appropriate controls are established. Controls of outsourced processes are identified within this QMS.

4.2 Documentation Requirements

4.2.1 General

This QMS is documented and controlled to ensure that the products and services provided by Texas Stress conform to specified requirements. This documentation includes:

- Documented statements of quality policy and quality objectives;
- A Quality Manual;
- Quality Procedures, including those required by ISO 9001:2008;
- Other documents, such as instructions, worksheets and checklists, as necessary to ensure the effective planning, operation and control of Texas Stress' processes; and
- Records, including forms, reports, etc., as necessary to demonstrate achieved outcomes and compliance with specified requirements.



4.2.2 Quality Manual

The requirements found within this quality manual are compliant with customer and other specified requirements, and include the following:

- The scope of the QMS, including details of, and justification for, any exclusions;
- Reference to controlled procedures; and
- A description of the sequence and interaction of the processes included in the QMS.

4.2.3 Controlled Documents

Documents that are required by this QMS are controlled. A written procedure (see QP.423) has been developed and implemented to define the controls needed to:

- Approve documents prior to issue;
- Review and update as necessary and re-approve documents;
- Ensure that changes and the current revision status of documents are identified;
- Ensure that relevant versions of applicable documents are available at points of use;
- Ensure that documents remain legible and readily identifiable;
- Ensure that documents of external origin are identified and their distribution controlled; and
- Prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

4.2.4 Quality Records

Quality Records includes all documents generated during the operation of the QMS. A written procedure has been developed and implemented (see QP.424) to ensure that records remain legible, readily identifiable and retrievable.



5 Management Responsibility

5.1 Management Commitment

The General Manager and Management of Texas Stress are committed to the development, implementation and continuous improvement of this QMS. This commitment includes:

- Communicating and maintaining awareness of the importance of meeting customer, legal and other requirements;
- Establishing and periodically reviewing the quality policy,
- Ensuring that quality objectives are established;
- Conducting management reviews and acting on findings; and
- Ensuring the availability of necessary resources.

5.2 Customer Focus

This QMS has been developed to meet the intent of ISO 9001:2008 with the specific aim of achieving customer satisfaction. Customer satisfaction is measured on a regular basis (see 8.2) and reported to management as part of Texas Stress' management review process (see 5.6).

5.3 Quality Policy

The General Manager has established a Quality Policy to communicate Texas Stress' commitment to complying with customer requirements and to continually improving the effectiveness of this QMS. This policy also provides a framework for establishing and reviewing quality objectives (see 5.4.1).

To ensure that this policy is communicated and understood throughout the organization, copies of this policy are posted for prominent display and awareness training is given to all Texas Stress employees. The Quality Policy is a controlled document.

Texas Stress' Quality Policy is reviewed as part of the organization's annual Management Review (see 5.6), to ensure that this policy continues to be both appropriate to the purpose of, as well as, suitable to the needs of the organization.

5.4 Planning

5.4.1 Quality Objectives

Quality objectives are established and reviewed on an annual basis as part of Texas Stress' management review process. These objectives are measurable and consistent with the quality policy. These objectives are then used as the basis for QMS planning (see 5.4.2.).



5.4.2 QMS Planning

This Quality Manual, and associated documentation, provides the framework for QMS planning, reflecting the methods for product/service delivery and support. This planning is further detail by Quality Plans (see 7.1) and monitoring and measurement instructions (see 8.2.4).

Management Reviews are performed annually to evaluate and revise these plans, and to measure the company's progress towards meeting the quality objectives upon which these plans are based.

5.5 Responsibility, authority, and Communication

5.5.1 Responsibility and authority

Responsibilities and authorities are defined throughout this quality manual and its associated procedures, as well as by organizational charts, job descriptions, flow charts and other means. Responsibilities and authorities are communicated to appropriate personnel within the organization (See Table 2 also).

5.5.2 Management Representative

The General Manager is the Management Representative for this QMS. As Management Representative, this individual has the authority and responsibility to plan, organize and control this management system as necessary to meet customer and other requirements and to achieve specified quality objectives.

Additional information on the responsibilities of the Management Representative is shown in Table 2.

5.5.3 Internal Communication

Management ensures that appropriate communication occurs between all employees regarding the processes of the QMS and their effectiveness, through various types of communication including, but not limited to:

- This Quality Manual and associated procedures that specify program and process requirements;
- Internal communications network (Intranet);
- Employee meetings;
- Company training programs; and
- Employee performance reviews.

5.6 Management Review

Management reviews the QMS, Quality Policy, and Quality Objectives on an annual basis. These reviews are performed to assess the adequacy, effectiveness and continuing suitability of the existing QMS, as well as opportunities for improvement.

Management reviews include, as a minimum, the Review Inputs and Outputs shown in Table 1 below.

Table 1 – Management Review Topics


Review Input	Review Output
<ul style="list-style-type: none"> • Results of audits • Customer feedback • Process performance and product conformance • Status of preventive and corrective actions • Follow-up actions from earlier management reviews • Personnel status • Changes that could affect the QMS • Recommendations for improvement. 	<ul style="list-style-type: none"> • Improvement of the QMS and its processes • Improvement of products related to customer requirements • Resource needs • Quality objectives

The Management Representative is responsible for scheduling, conducting, and recording the review, including participants, and also for maintaining the collective records of all reviews performed, *as well as any decisions or actions taken.*



Table 2 - Summary of Responsibility and authority

General Manager
<ul style="list-style-type: none"> Define the Quality Policy; and Ensure the communication and understanding of the Quality Policy throughout the organization.
Management Representative (General)
<ul style="list-style-type: none"> Ensure that the processes needed for Texas Stress' QMS are established, implemented, and maintained; Report to top management on the performance of the QMS to Management and any need for improvement; Ensure the promotion of awareness of customer requirements throughout the organization; and Act as liaison with external bodies and customers on matters relating to this QMS.
Management Representative (Specific)
<ul style="list-style-type: none"> Document and maintain the QMS, including the development of Quality Procedures and their subsequent revisions; Perform scheduled audits of the QMS as implemented within the organization and report results to Texas Stress' Management; Initiate or direct actions which result in solutions to quality problems and verifying results; Review the implementation of this QMS and report the status to Texas Stress' Management; Conduct QMS Training of affected personnel; Perform evaluations of suppliers to Texas Stress; and Control further processing, delivery or installation of nonconforming products until the deficiency or unsatisfactory condition has been corrected.
Managers / Supervisors
<ul style="list-style-type: none"> Implement the QMS as defined by this manual and related procedures; Obtain and communicate customer requirements to the appropriate personnel or functional organization; Ensure that qualified personnel and other resources are available to implement the QMS; Ensure that products satisfy customer requirements including quality, safety, cost, schedule, and performance; and Ensure that personnel comply with applicable standards, regulations, specification, and documented procedures.
All Personnel
<ul style="list-style-type: none"> Ensure the quality of their work; Operate in conformance with the requirements of this QMS; and Stop work in progress to make appropriate notifications when unsafe conditions exist or requirements are not being met.

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6 Resource Management

6.1 Provision of Resources

Texas Stress ensures the provision of necessary resources as part of the organization's annual budgeting process. Each department manager has the opportunity to request the resources necessary to implement, maintain and improve the processes of this QMS and to ensure customer satisfaction. If special needs arise outside of this budgeting process, every effort is made to obtain the necessary resources.

6.2 Human Resources

The responsibility for obtaining competent, qualified personnel is a joint responsibility of the requesting manager and Texas Stress' Human Resource function.

6.2.1 General

Personnel who are assigned responsibilities as defined in this QMS have been assessed and are deemed competent by Texas Stress' management on the basis of their education and training, as well as their demonstrated skill, knowledge and experience.

6.2.2 Competence, Awareness, and Training

Texas Stress has established procedure QP.620, *Training* for the identification of training needs and for the provision of training to personnel whose work directly affects quality. Texas Stress ensures that all employees are trained to perform their duties effectively and safely and that all employees are aware of the importance of their work with regards to this QMS.

For those positions where specific education and/or experience is identified by job description, qualification records such as diplomas, certifications, and verified resumes are used to ensure that all prerequisites have been met.

Within 30 days of hire, each new employee will receive general QMS "indoctrination" training and specific training as necessary for their job function. Specific training requirements are identified by the responsible supervisor and provided as the need is identified. Under no circumstances, shall an employee be allowed to perform activities without appropriate training.

When an employee changes positions, their previous training will be reviewed. New training requirements are identified and training administered as needed on a timely basis. Refresher and/or supplemental training shall be conducted as necessary to address changes in relevant processes, to address nonconforming performance, and/or to ensure the achievement of established quality objectives.

The effectiveness of personnel training is critical to the performance of this QMS and is continually evaluated. Records of training, including education, skills and experience are maintained on all employees in accordance with QP.424, *Control of Records*.



6.3 Infrastructure


Texas Stress identifies, provides, and maintains the infrastructure it needs to achieve the conformity of its product delivery, including:

- Buildings, workspace and associated utilities;
- Equipment, including hardware and software; and
- Supporting products (such as transport or communication).

6.4 Work Environment

Texas Stress determines and manages the human and physical factors of the work environment needed to achieve product conformance. This includes conditions under which work is performed (e.g., noise, temperature, humidity, lighting, and / or weather).

In maintaining an acceptable work environment, Texas Stress is committed to operating in a safe and healthy manner that is in compliance with all applicable laws and regulations.

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7 Product and Service Realization

7.1 Planning for Product and Service Realization

Texas Stress' planning and development activities are performed on two levels: generic processes, as documented within this Quality Management System and planning and development activities which are performed on a per-project basis.

As part of Texas Stress' project planning activities, a project schedule (timeline) may be developed, as well as purchasing, manpower, equipment and other specifications, work instructions and other documents as necessary to ensure desired outcomes. These documents are referred to under this system as Quality Plans, and are used to specifically determine:

- Quality objectives and requirements for the product;
- The need for processes, facilities, documentation, and other resources required for realization of product;
- Required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for acceptance; and
- Records needed to provide evidence that the realization process and resulting product meet requirements.

The specific form of the output of this planning shall be based on procedural requirements, organizational needs and/or customer requirements.

7.2 Customer-related Processes

Texas Stress has established procedure QP.720, *Sales and Order Entry*, to define the controls necessary to ensure that customer requirements are adequately defined and reviewed prior to order acceptance and that appropriate communication is maintained with the customer throughout the product realization process and subsequent delivery.

7.2.1 Determination of Customer Requirements

During initial discussions between Texas Stress and the customer, and prior to issuing a proposal or quotation, Texas Stress will determine customer requirements including:

- Requirements specified by the customer, including requirements for availability, delivery and support;
- Requirements not specified by the customer but necessary for intended or specified use, where known;
- Statutory and regulatory requirements, as applicable, related to the product; and
- Any additional requirements determined by Texas Stress

Customer inquiries are documented (e.g., RFQs, RFP, emails, etc.), and, as appropriate, converted into proposals. Inquiries and proposals are logged and records maintained.



7.2.2 Review of Customer Requirements

Texas Stress ensures that, prior to any commitment to supply products to a customer (e.g. acceptance of a contract or order) customer requirements are reviewed, together with any additional requirements determined by Texas Stress to ensure that:

- Customer requirements are defined;
- Where the customer provides no documented statement of requirement, the customer requirements are confirmed before acceptance;
- Texas Stress has the ability to meet defined requirements; and
- The appropriate application is selected and capable of meeting the customer's requirements.

Records of reviews, including any significant changes or actions resulting from the review, are maintained. Records are also maintained of pertinent discussions with a client relating to the customer's requirements, and of the quality of product.

7.2.3 Customer Communication

Texas Stress maintains communication with customers before, during, and after the delivery of product. This communication includes, but is not limited to:

- Service information and specifications, which are controlled;
- Inquiries, contacts or order handling, including amendments; and
- Customer feedback, including customer complaints.

Information is available to customers through multiple channels, and customers are able to provide feedback directly to management. All complaints are recorded, analyzed, and appropriate action is taken to remedy the complaint in a defined timely manner (see 8.5.2).

7.3 Design and Development

Based on the nature of the organization and the scope of its activities, Texas Stress has taken exclusion to this requirement of ISO 9001:2008 (see 3.0 above).



7.4 Purchasing

7.4.1 Purchasing Process

Texas Stress has established QP.740, *Purchasing*, to describe its methods for ensuring that purchased product conforms to specified purchase requirements. The specific type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchase product on subsequent product realization or the final product.

Suppliers will be evaluated and selected on the basis of their ability to meet Texas Stress' commercial requirements and any quality requirements or standards that applies. Additional methods of evaluation may also be used, including the pre-qualification of "Critical Suppliers" as deemed necessary by Texas Stress' management.

The results of evaluations and subsequent follow-up actions are recorded. Qualified suppliers will be placed on Texas Stress' Supplier Registry, with any purchasing limitations noted that may apply. This list of suppliers shall be maintained by the Management Representative and shall be reviewed and re-approved at least annually.

7.4.2 Purchasing Information

Purchase Orders (POs) generated by Texas Stress shall specifically describe the product to be purchased. POs shall ensure the adequacy of the specifications prior to communicating it to the supplier, and should include, as appropriate, the following information:

- The type, class, grade, part # or other precise information including any approval requirements.
- A reference to the applicable/accompanying drawings, specifications, or other relevant documents.
- QMS requirements, including the quality system standard to be applied or specific acceptance criteria to include any requirements for personnel or equipment qualification.

7.4.3 Verification of Purchased Products

Purchased items shall undergo receipt inspection, and other verifications as necessary, to ensure conformance to specified requirements. All verification activities shall take into account the results of previous supplier evaluations and receipt inspection results, as well as the demonstrated quality performance of the supplier.

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

Where specified in the contract or Purchase Order, Texas Stress' customer will be afforded the right to verify the product or service upon receipt. Verification by the customer does not absolve Texas Stress of the responsibility to provide an acceptable product nor will it be used as a form of supplier control.

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7.5 Production and Service Provision

7.5.1 Control of Production and Service

Texas Stress ensures that all products/services are carried out under controlled conditions. Controlled conditions include, as applicable:

- Availability of information that specifies the characteristics of the product/service to be delivered;
- Where necessary, the availability of work instructions;
- Use and maintenance of suitable equipment;
- Availability and use of measuring and monitoring devices;
- Implementation of monitoring and measurement activities; and
- Implementation of defined processes for release, delivery and applicable post-delivery activities.

Each job is initiated by a Job Request which is used to describe the activities to be performed. These Requests are also accompanied by plans, procedures, instructions and other documents, as necessary to meet customer requirements and to ensure desired outcomes are achieved.

7.5.2 Validation of Processes

Texas Stress validates production and related processes where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies may become apparent only after the product has been put into use. Validation demonstrates the ability of the processes to achieve planned results.

Special processes performed by Texas Stress includes *heat treating*. Texas Stress has established arrangements for the control and verification of these processes including, as applicable:

- Defined criteria for review and approval of the processes;
- Approval of equipment and qualification of personnel;
- Use of specific methods and procedures;
- Requirements for records; and
- Revalidation.

Where outsourced processes are used, Texas Stress shall retain full responsibility for ensuring that the work performed meets all specified quality requirements.

7.5.3 Identification and Traceability

General requirements related to the identification of product/services, including inspection and testing status, are defined on a per-job/order basis in accordance with customer or other requirements. Identification shall be in a manner that is appropriate to the product/service, the processing to be performed, and the applicable project specification.



Where traceability is required by the project specification, Texas Stress shall control and record the unique identification of the product/service in an appropriate manner. Records to this effect shall be maintained per QP.424, *Control of Records*.

7.5.4 Customer Property

Customer property maintained by Texas Stress may be in the form of materials, parts, components, assemblies, as well as customer-provided information and data.

Any customer property maintained by Texas Stress will be stored under controlled conditions, and returned to the customer upon request. Any customer property that is lost, damaged, or deemed unsuitable will be addressed in accordance with Texas Stress' procedures for the control of nonconforming product (see QP.830) and communicated to the customer in writing by the Management Representative.

7.5.5 Preservation of Product

As applicable, Texas Stress preserves the conformity of product/services during internal processing and delivery to the intended destination. Methods for handling, packaging, storage, and protection shall be appropriate to the type of project deliverable under consideration.

7.6 Control of Measuring and Monitoring Equipment

Texas Stress determines the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements.

Monitoring and measurement activities are defined for each order, with inspection performed in accordance with documented instructions, as appropriate. This is to ensure that monitoring and measurement is carried out in a manner that is consistent with all applicable requirements.

Texas Stress has established QP.760, *Control of Inspection, Measurement & Test Equipment*, to ensure the control, calibration and maintenance of equipment used for product acceptance. As a minimum, such equipment shall be:

- Calibrated or verified 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 is recorded;
- Adjusted or re-adjusted as necessary;
- Identified to enable the calibration status to be determined;
- Safeguarded from adjustments that would invalidate the measurement results; and
- Protected from damage and deterioration during handling, maintenance and storage.

A Master Listing (Form 760.1) is maintained by the Management Representative, identifying each piece



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of controlled equipment as well as the referencing specification(s)/procedure(s) and the required calibration/verification interval. Records of the results of calibration and verification of individual instruments shall be logged for each instrument, and maintained as part of the instrument's documentation file. Unless otherwise specified, all equipment shall be calibrated/verified on an annual basis.

Texas Stress will assess and record the validity of previous measuring results when equipment is found not to conform to requirements to determine the extent and impact of the nonconforming condition. Equipment found out of calibration shall be controlled per QP.852, *Corrective Action*.

At this time, Texas Stress does not use software in the monitoring and measurement of specified requirements. Should these requirements change, Texas Stress shall implement the necessary controls to ensure compliance with all specified requirements.



8 Measurement, Analysis, and Improvement

8.1 General

Texas Stress defines, plans, and implements the measuring, monitoring, and improvement activities needed to assure conformity and achieve improvement. Further information on these activities is described in the sections that follow and in their related procedures.

8.2 Monitoring and Measurement

8.2.1 Customer Satisfaction

Customer satisfaction is a key measurement used in evaluating the performance of this QMS. Customer satisfaction is determined by a review of Customer Satisfaction Surveys (web based), which are distributed to Texas Stress' customers on at least an annual basis, as well as market share, industry awards and recognition as applicable, customer retention, customer complaints and by other means of direct communication with the customer.

As a minimum, customer satisfaction data is reviewed initially upon receipt, and collectively as part of Texas Stress' Management Review process. These reviews trigger analysis of the resultant information, management reporting, and initiate action(s) as necessary to either remedy customer dissatisfaction or further improve customer satisfaction.

Customer complaints, or Satisfaction Surveys identifying below-average performance (e.g., a rating of less than 3 on a scale of 1 to 5), require immediate review with the customer and corrective action (see 8.5.2) as appropriate, to ensure resolution of the problem (or issue) and any action necessary to prevent its recurrence.

8.2.2 Internal Audit

Internal audits are planned and performed on a regular basis throughout Texas Stress by an auditor or audit team in accordance with documented procedures (see QP.822). Audits are performed by appropriately qualified personnel on areas for which they have no direct responsibility. The audits objectively evaluate the effectiveness of all aspects of the QMS.

Internal audits are scheduled on the basis of status and importance of the activities involved. The audit scope, frequency and methodologies are defined.

Supervision/management of the area audited is responsible for reviewing any findings found by the auditor(s) and taking appropriate corrective action (see QP.852 also). Action taken to correct any nonconformances or deficiencies noted during the audit is subsequently reviewed by Texas Stress' Management Representative, to ensure that the issue has been satisfactorily resolved. Findings, actions, and closure are documented.



8.2.3 Measurement and Monitoring of Processes

Texas Stress utilizes various methods for monitoring (and measuring) QMS processes, as appropriate to demonstrate the ability of these processes to achieve planned results. Reporting on the results of these activities are performed on a regular basis, and this information is subsequently used as input for Texas Stress' Management Review (see 5.6).

When, as a result of this information, it is determined that planned results have not been or may not be achieved, corrective or preventive action will be applied, as appropriate.

8.2.4 Measurement and Monitoring of Product

Texas Stress monitors and measures the characteristics of its products to verify customer and other requirements have been met. This is carried out at appropriate stages of the product realization process, per documented Texas Stress instructions and, where applicable, customer instructions.

Evidence of conformity with the acceptance criteria is maintained. Records indicate the person(s) authorizing release of product.

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

8.3 Control of Nonconforming Product

Texas Stress has developed documented procedures to prevent the inadvertent use of product, personnel, equipment and/or materials which do not conform to requirements, and to provide for proper nonconformance notification to the customer, as applicable.

The control and related responsibilities and authorities for dealing with nonconformances are defined in *Control of Nonconformances* (QP.830).

Records of the nature of nonconformance and any subsequent actions taken, including concessions obtained, if any, are maintained.

8.4 Analysis of Data

Texas Stress collects and analyzes various types of data to determine the suitability and effectiveness of the QMS and to identify opportunities for improvement (see Table 3).

**Table 3 –
QMS Data Types & Measurement**

Data Type	Primary Measurement
Customer Satisfaction	Customer Feedback/Surveys
Competency / Training	Personnel Evaluations
Supplier Performance	Verification Results
On-time Delivery	Date Promised / Delivered
Product Conformance	NCRs
Product Conformance	Customer Complaints
Process Conformance	Audit Results
Process Conformance	CARs (by type)

Such data analysis may be related to quality objectives, and may result in modifications to these objectives, as needed.

8.5 Improvement

8.5.1 Planning for Continual Improvement

Texas Stress continually improves the effectiveness of this QMS through the use of Texas Stress' quality policy, quality objectives, audit results, analysis of data, corrective and preventative action, and management reviews.

Improvement opportunities identified may form the basis for discrete improvement projects, or may serve as the basis for larger company-wide initiatives (e.g., Six Sigma, Lean, 5S, etc.). The results of such improvements activities are demonstrated in corresponding process and/or product records, as appropriate, and documented as part of Texas Stress' Management Review.



8.5.2 Corrective Action

Texas Stress maintains documented procedures for the analysis of nonconforming conditions, and for the initiation, implementation, and verification of corrective actions. (See QP.852). Any corrective action taken to eliminate the causes of actual or potential nonconformities shall be to a degree appropriate to the magnitude of problems and commensurate with the risks encountered. Texas Stress implements and records any changes to documented procedures resulting from corrective action.

QP.852 defines requirements for:

- Identifying nonconformities (including customer complaints);
- Determining the causes for nonconformity;
- Evaluating the need for actions to ensure that nonconformities do not recur;
- Determining and implementing the corrective action needed;
- Recording results of action taken;
- Reviewing corrective action taken; and
- Applying controls to ensure that corrective action is taken and that it is effective.

8.5.3 Preventive Action

Texas Stress maintains documented procedures for implementing preventative action to deal with potential nonconformances (see QP.853). Any preventative action taken to eliminate the causes of potential nonconformities shall be to a degree appropriate to the magnitude of problems and commensurate with the risks encountered. Texas Stress implements and records any changes to documented procedures resulting from preventative action.

QP.853 defines requirements for:

- Identifying potential nonconformities and potential causes;
- Evaluating the need for actions to ensure that nonconformities do not occur;
- Determining and implementing the preventative action needed;
- Recording results of action taken; and
- Reviewing preventative action taken.



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9 Revision History

Revision	Date	Description of Change	Approval
0	03/03/14	Initial Release	CR



Appendix A - Sequence and Interaction of Key QMS Processes

Texas Stress, Inc. - Sequence and Interaction of Key QMS Processes

