

**HIGH
TEMP**

METALS

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***QUALITY
MANAGEMENT
SYSTEM
MANUAL***

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1. INTRODUCTION AND SCOPE

High Temp Metals, Inc. is a distributor of high temperature, corrosion resistant, shielding, electronic, and controlled expansion grades of Nickel and Cobalt alloy metals. Grades are stocked in sheet, plate and bar. Our large and extensive inventory allows fast deliveries on hard to find metals for the aerospace, petrochemical and electronic industries. High Temp Metals, Inc. has in-house capability to shear, band saw, abrasive saw, and water jet cut materials from stock. For more information about the company and our capabilities, visit our website at:

<http://hightempmetals.com/>.

AS 9100C: *The scope of the Quality Management System (QMS) is:*

***“Providing customer required shapes cut from high temperature, corrosion resistant, shielding, electronic, and controlled expansion grades of Nickel and Cobalt alloy metals.*”**

AS 9120A: *The scope of the Quality Management System (QMS) is:*

“The distribution of high temperature, corrosion resistant, shielding, electronic, and controlled expansion grades of Nickel and Cobalt alloy metals.”

The QMS is designed to comply with the requirements defined in the AS 9100 and AS 9120 aerospace standards. The scope of the QMS is further defined by [Appendix “A”](#) that describes the quality processes and their interaction within the QMS (see section 3 below).

2. EXCLUSIONS

The following are exclusions to the above QMS requirements that are due to the nature of the High Temp Metals, Inc. operations (the clause numbers relate to the clauses in AS 9100).

Design & Development – 7.3

High Temp Metals, Inc. supplies raw materials as specified by the customer and therefore has no design authority or responsibility and this section is excluded as allowed by clause 1.2 of AS 9100.

Post-Delivery Support - 7.5.1.4

High Temp Metals, Inc. does not provide any after-market product servicing since we only supply raw materials to customer provided requirements. Therefore this section is excluded as allowed by clause 1.2 of AS 9100.

Customer Property – 7.5.4

High Temp Metals, Inc. does not utilize any customer property and therefore this section is excluded as allowed by clause 1.2 of AS 9100.

3. SYSTEM PROCESS DESCRIPTION AND INTERACTION

The High Temp Metals, Inc. President has identified the processes needed for the successful operation of the QMS, including the sequence and interaction of these. A pictorial and text description of the interaction is documented herein by [Appendix “A”](#) that is part of this Quality System Manual.

4. QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

The processes of the QMS, and their sequence and interaction are identified (as noted in Section 3 above) in [Appendix A](#) of this manual.

Our QMS addresses the requirements as defined in AS 9100, AS 9120 and any applicable QMS requirements defined by our customers. Any applicable statutory and regulatory requirements, other than those applied to all businesses by the State and Federal governments such as OSHA, are defined by our customers.

The outsourced processes that can affect material conformity to customer requirements are NDT and testing of the mechanical properties of the material, e.g. tensile and yield strength. These outsourced processes are controlled by

our purchasing procedures wherein the suppliers of the processes are approved as described in [Section 7.4](#) below, and the requirements are defined in the purchase order to the supplier. These are usually in the form of reference to a specification that defines the requirements for the process and verification that the process meets requirements is confirmed by the certification records received from the supplier and/or the receiving inspection performed by HTM.

4.2 Documentation Requirements

4.2.1 General

The documentation for the QMS is comprised of:

The Quality Policy – See [Section 5.3](#).

Quality Objectives – See [Section 5.4.1](#)

This Quality System Manual

Documented Procedures required by AS 9100 & 9120 and High Temp Metals, Inc. and referenced herein.

Other documents that may be needed by High Temp Metals, Inc., e.g., forms and external specifications –

See [Section 4.2.3](#)

Records as required – See [Section 4.2.4](#)

All employees have access to the QMS controlled documents through access to the company server. The Vice President assures employees are aware of changes to the QMS controlled documents relevant to their job, normally through direct conversation and/or email.

4.2.2 Quality Assurance Manual

This Quality Assurance Manual is established and documented to the requirements of AS 9100 & 9120. The scope of the QMS is defined in [Section 1](#) above and the exclusions to AS 9100 are defined in [Section 2](#) above.

The specific requirements of the AS standard are addressed either directly in this manual, or by reference to Quality Management System Procedures that provide additional details of the process where needed, or required by AS 9100 & 9120. This manual is organized in sections in line with those in the AS 9100 standard to ensure all applicable requirements are addressed.

A description of the interaction between the processes of the QMS is provided in [Appendix A](#).

4.2.3 Control of Documents

Requirements for the control of documents, including identification, approval, revisions and document availability, are defined and documented in quality procedure [QP 4230 – Control of Documents](#).

4.2.4 Control of Records

Records are a special type of document that provide evidence of conformity. They are controlled according to [QP 4240 – Control of Quality Records](#). The procedure identifies the requirements for the identification, collection, storage, protection, maintenance, retrieval, retention time and disposition of records, including those created and/or retained by suppliers. Records related to any contract are available for review by the applicable customer.

5. MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

The “Top management” at High Temp Metals, Inc. (HTM) is the company President. The President is committed to the development, implementation and continual improvement of the Quality Management System. Evidence of the President’s commitment includes:

- a) Understanding the importance of meeting customer requirements as well as any required statutory and regulatory requirements,
- b) Having established the quality policy (see [Section 5.3](#)),
- c) Having established the quality objectives (see [Section 5.4.1](#)),

- d) Conducting management review meetings to review and continually improve the quality management system (see [Section 5.6](#)),
- e) Ensuring availability of resources as required for meeting customer requirements (see [Section 6](#)).
- f) Ensuring that internal audits are conducted to assess our compliance to AS 9100 & 9120 and our QMS documents (see [Section 8.2.2](#)).

5.2 CUSTOMER FOCUS

In order to help achieve customer satisfaction with the materials provided by High Temp Metals, Inc., the President ensures that customer requirements are determined and met as described in [Section 7.2](#) and customer satisfaction is determined as described in [Section 8.2.1](#). In addition, material conformity and on-time delivery performance are part of our quality objectives that are monitored by the President. If the data indicate that the objective goals are not, or will not be achieved, the President will initiate appropriate action(s).

5.3 QUALITY POLICY

The President of High Temp Metals, Inc. has established and, by approving this Quality Assurance Manual, has approved the following Quality Policy that provides a framework for the quality objectives:

High Temp Metals, Inc. will provide our customers with materials that meet their requirements while continually improving the effectiveness of our QMS.

In simple terms, our policy is to give our customers what they want and keep improving.

5.4 PLANNING

5.4.1 Quality Objectives

Quality objectives have been established by the President. The objectives are consistent with the quality policy, have measurable targets and are tracked and monitored. The President reviews the quality objectives at the Management Review meetings.

5.4.2 Quality Management System Planning

The quality system provides for the following activities:

- a) The quality plan is implemented through this manual and the use of the documented Quality Procedures.
- b) The integrity of the quality management system is maintained through the document control process when changes to the system are planned and implemented. Actions and any required follow-up involving QMS changes are documented at the Management Review meetings.

5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 Responsibility and Authority

The responsibilities and authorities of the employees are directed from the President through the normal supervision process. Given the size of the company, there is continual interface between all levels of the organization on a daily basis such that no further formal system for communicating R&A is needed.

5.5.2 Management Representative

The President has appointed the Vice President (VP) as the Management Representative who has all the authority needed to ensure that the QMS is established, implemented and maintained.

5.5.3 Internal Communication

In addition to the internal communication provided by the routine daily supervisory process and face-to-face interaction, management holds periodic all-hands meetings to provide employees with information related to all aspects of the business.

5.6 MANAGEMENT REVIEW

5.6.1 General

The following sections describe the inputs and outputs for the Management Review. Records of the reviews are maintained per [QP 4240 – Control of Quality Records](#).

5.6.2 Review Input

The President reviews the following agenda inputs at each Management Review meeting conducted at least once per calendar year:

- Any follow-up actions resulting from previous review(s),
- Results of internal and external quality audits,
- Customer feedback – through Customer concession requests, Customer complaints and any other feedback,
- Process performance and material conformity – through review of the corrective actions, including any material nonconformity trends,
- Corrective/Preventive Action status summaries,
- Changes, e.g., industry specification or standard changes, that could affect the QMS,
- The continued suitability of the Quality Policy,
- Progress toward meeting the quality objectives,
- Supplier performance,
- Any recommended actions for improvements to the QMS or the procurement services,
- Resource needs, and
- Any new business.

5.6.3 Review Output

Output from review of the quality management system, in the form of decisions and/or action items documented in the record, includes any needed actions related to:

- Improvement of the effectiveness of the quality management system and its processes,
- Improvement of service related to customer requirements,
- Resources needed.

6. RESOURCE MANAGEMENT

6.1 PROVISIONS OF RESOURCES

The President determines and provides the resources needed to:

- a) Implement and maintain the quality management system and continually improve its effectiveness,
- b) Enhance customer satisfaction by consistently meeting customer requirements.

6.2 HUMAN RESOURCES

6.2.1 General

Through education, training, skills or experience, or a combination of those, our employees performing tasks within the QMS are assured to be competent within their job classification as described below.

6.2.2 Competence, Training and Awareness

The initial competence of new employees is assessed through the hiring interview process. The President or VP assesses whether the ongoing competency of the employees is adequate to the task(s) assigned through daily, direct supervision and determine whether any training is required. If the President or VP determine that training is required, either to achieve the desired competency in a position, or in preparation for another position, records are maintained of the training need and the training accomplished per [QP 4240 – Control of Quality Records](#). The effectiveness of training conducted is evaluated by the President and/or the VP through their direct daily supervision and interaction with every employee.

6.3 INFRASTRUCTURE

The President & the VP, as part of their routine responsibilities, assure that the infrastructure is provided so as to ensure conformity to material requirements. Employees are encouraged to offer suggestions for improvement to the infrastructure that will then be evaluated by the President and/or VP. As part of maintaining the infrastructure, any machine preventive machine maintenance is conducted per the manufacturer's recommendations along with the required maintenance of the fork lifts.

6.3.1 Data Backup Policy

Data backup is automatically performed daily to another onsite server, to an offsite server and to a USB flash drive.

6.4 WORK ENVIRONMENT

The President, as part of his routine responsibilities, assures that the work environment is provided and managed so as to assure conformity to material requirements. Employees are encouraged to offer suggestions for improvement to the environment that will then be evaluated by the President.

7. PRODUCT REALIZATION

7.1 PLANNING OF PRODUCT REALIZATION

We plan for distribution of material starting with review of the customer requirements (see section 7.2 herein). The quality requirements for the material procured, including any inspection and test requirements and the acceptance criteria, are flowed down from the customer, usually in the form of customer purchase order. The records required to provide evidence that the material meets requirements are defined in, and maintained per, [QP 4240 – Control of Quality Records](#).

7.1.1 Project Management

Given the limited scope of our operation, the controls for product realization (see section 7.5) provide the necessary project management structure and control to meet customer requirements with negligible risk and therefore no additional project management process is needed. Any other projects not directly related to product realization are managed directly by either the President and/or the VP and are reviewed at the management review, including the assignment of any needed actions.

7.1.2 Risk Management

HTM simply supplies raw materials per the customer requirements, therefore there is **low** risk associated with customer orders. Any risks associated with customer orders, such as a short delivery, or a very special material, are evaluated by the President or VP during the order review process as described in [Section 7.2.2](#) below. Other risks that may be associated with the QMS are addressed by the President and/or the VP as part of their ongoing responsibilities for the management of the company. ***The Risk Management Matrix (Appendix B) is utilized as needed for the evaluation of situations, and special customer orders/requirements that are beyond low risk. HTM may also elect to forego orders that management deems as greater than low risk.***

7.1.3 Configuration Management

7.1.3.1 Configuration management, planning and identification are done through our planning document which also acts as our Job Card (aka a Traveler). The planning document is part- and purchase-order specific so each configuration is identified and either lot controlled or serial number controlled. The planning document has all the relevant information needed to complete the configuration as per customer requirements.

7.1.3.2 Any changes flowed down from our customer are reviewed for changes to configuration of the material by the President or VP. If the job has been released to production the job will be placed on hold pending review of the change requirements. The review will take into consideration:

- Material configuration revisions
- Impacts on delivery, price, ability to complete
- Changes in special processes
- Any changes required for documentation
- All relevant and related documents are changed accordingly to reflect the customer changes.
- Verification of change is confirmed at inspection

7.1.3.3 Evidence of the configuration management process can be found with the planning documents. All details including revisions, inspection reports and related information is kept with the job planning documents. Configuration auditing appropriate to our organization, is accomplished through the internal audit process.

7.1.4 Control of Work Transfers

Some material may be temporarily transferred to suppliers for required processing that can not be done in-house, e.g. NDT, and mechanical testing. We do not transfer work to suppliers who in turn transfer the work to another supplier. The control for the material transferred is achieved through the purchasing process as described in [section 7.4](#) below.

7.2 CUSTOMER-RELATED PROCESSES

7.2.1 Determination of Requirements Related to the Product

All customer material requirements, including any applicable statutory and/or regulatory requirements, are determined through receipt of a customer request for quote (RFQ) and the customer's purchase order. For some repeat orders, the RFQ may be skipped and the process begins with the receipt of the customer PO.

7.2.2 Review of Requirements Related to the Product

The RFQ is reviewed by the applicable Salesperson and a quotation is prepared by Sales. Upon receipt of a customer purchase order, the Salesperson reviews the order against the quotation to insure that the requirements on the quote and order match so that all the requirements are accurately defined on the order. A final review of the customer's order is performed to insure that:

- all necessary requirements are defined and any differences in the quote and the order have been resolved,
- we have the ability to meet the defined requirements,
- any special requirements of the material have been determined
- all appropriate risks, e.g., short delivery, have been evaluated.

The approval documented on the Job Card is the verification that the customer requirements have been reviewed and are acceptable.

If the customer changes the material requirements after the order is finalized and the change is acceptable, a new Job Card is generated to replace the previous one and the review and approval process is repeated.

7.2.3 Customer Communication

Customer communication, including that related to material information, inquiries, contracts, and order handling (including changes), and customer feedback including complaints, is conducted through the Sales department and/or the President and/or VP.

7.3 DESIGN AND DEVELOPMENT

High Temp Metals, Inc. has excluded this section from the QMS, with justification, as noted in [Section 2](#) above.

7.4 PURCHASING

7.4.1 Purchasing Process

The President or the VP is the sole authority for the selection and control of suppliers. When considering whether to use a new supplier the President or VP considers any risks in using them along with the following criteria:

- Sole source supplier – if the supplier is a sole source of the required material or service, this is considered grounds for approval.
- Customer approved supplier – if our customer has approved and/or specifies a supplier, this shall be considered adequate for approval.
- Risks associated with the quality, delivery and price as ascertained by the President or VP.

We specifically:

a) Maintain a register (list) of all approved suppliers as the [Approved Suppliers List](#) (ASL). The list includes the approval status, the scope of approval, approval criteria. The performance of the suppliers is evaluated for each

order received through the receiving inspection process and any rejected material is returned to the supplier, or scrapped, whichever the supplier recommends.

- b) Review the general overall performance of our suppliers once each year as a minimum at the management review.
- c) Determine the necessary actions, if any, regarding our suppliers as an output of the management review.
- d) Utilize only customer specified and/or customer approved special process suppliers when the customer flows down such a requirement to us. The ASL notes any customer approved and mandated suppliers.
- e) The President has authorized the VP as the only authority other than himself for the selection, approval, changes to the approval status, and controlled use, as applicable, for all suppliers.
- f) Manage the risk associated with the supplier selection as noted above.
- g) (9120) Prevent the purchase of counterfeit or suspected unapproved material by dealing with known material mills or suppliers, and material processors, and by doing extensive receiving inspection on received material and, on a sample basis, we may have the material properties verified by an independent test lab.

7.4.2 Purchasing Information

Material and services related to us furnishing material are purchased using a formal Purchase Order (PO). PO's are approved prior to release by the President or the VP and the PO addresses the following, as appropriate:

- a) We define the industry specification for the material we procure on our PO to the supplier and we verify the requirements are met when the material is received through a 100% review of the required material and/or process certification records supplied and verification of the material dimensional characteristics. Therefore there is no need for us to approve the product, procedures, processes and equipment and this sub-clause is not appropriate to our operation.
- b) The specifications we require the procured material to meet, e.g. NDT, have within the specification any needed personnel qualification requirements.
- c) We have no need to impose any specific QMS requirements on our suppliers nor do our customers require that we impose such requirements on our suppliers and therefore this sub-clause is not appropriate to our operation.
- d) The specifications we require the procured material to meet are identified in our PO to the supplier, e.g. AMS specifications, including the revision level as applicable.
- e) We identify in the PO to our supplier any applicable requirement(s) for test, inspection or other requirements for the material, beyond what is required in the industry specifications identified in our PO.
- f) (9100) We procure only raw material and subsequent processing, such as heat treat or NDE, the requirements for which are defined in the industry specifications identified in our PO and therefore this sub-clause is not appropriate to our operation.
 - f) (9120) Our PO to the supplier specifies any applicable requirements to:
 - notify us of nonconforming material,
 - get our approval for the disposition of NC material,
 - notify us about changes in the material or manufacturing location, and get our approval for same,
 - flow down our customer's requirements.
 - g) (9100) Our PO to the supplier specifies any applicable requirements to:
 - notify us of nonconforming material,
 - get our approval for the disposition of NC material,
 - notify us about changes in the material or manufacturing location, and get our approval for same,
 - flow down our customer's requirements.
 - g) (9120) Since we require the supplier to furnish all required material records to us and we then control those records in accordance with our procedure for the control of records, this sub-clause is not appropriate to our operation.

h) (9100) Since we require the supplier to furnish all required material records to us and we then control those records in accordance with our procedure for the control of records, this sub-clause is not appropriate to our operation.

h) (9120) We reserve the right of access to our supplier's facilities for us, our customers and any applicable regulatory body through a standard condition defined in our "Purchase Order Standard Clauses" form that is attached to our PO to the suppliers.

i) (9100) We reserve the right of access to our supplier's facilities for us, our customers and any applicable regulatory body through a standard condition defined in our "Purchase Order Standard Clauses" form that is attached to our PO to the suppliers.

i) (9120) Requirements for material and/or processing certifications are specifically defined in our PO to the supplier.

7.4.3 Verification of purchased product

Purchased material is 100% verified at receipt by visual examination to assure the correct material and quantity was received and that the item(s) have no damage. Also the material is inspected to verify the required dimensional properties. Additionally, any documentation required, e.g. mill test reports, heat treat certification, etc. is examined to ensure it reflects the material properties conform to those specified in the order. We may also contract with a third party test lab to independently verify the material properties such as strength, toughness, etc. If the material is accepted it is noted on the Packing List or the material cert. Material is not released for processing until the verification activities are complete. If the material is determined to be nonconforming it is processed per procedure [QP 8300- Control of NC Product](#).

7.5 PRODUCTION PROVISION

7.5.1 Control of Production Provision

Production is scheduled for the shop by the President or VP. Production is controlled through the use of the Job Card that provides all the control needed to furnish material that meets the customer's requirements.

7.5.1.1 Production Process Verification

For each new material order, and for any change to the material order from the customer, a "first article" is inspected to ensure the affected features conform to the requirements. The Job Card makes specific provisions for inspection of the first article to validate the processes.

7.5.1.2 Control of Production Process Changes

The President and VP have the authority to approve production process changes. Changes that affect quality are assessed, controlled and documented on the Job Card and final inspection of the material insures that the change has not had any effect on material conformity.

7.5.1.3 Control of Production Equipment, Tools & Software Programs

The Machine Operator validates production processes during set up. Operators are responsible for preservation and condition checks. Suitable maintenance of equipment to ensure process capability is carried out. As noted above, the Job Card contains specific provisions for inspection of the first article to validate the NC programs and processes used for the specific material.

7.5.1.4 Post-Delivery Support

High Temp Metals, Inc. has excluded this section from the QMS, with justification, as noted in [Section 2](#).

7.5.2 Validation of Processes for Production Provision

Any processes considered "special processes" that are outsourced are required to conform to recognized industry specifications such as AMS material specifications, ASNT specifications, etc. and those specifications were developed to insure the processes are valid. The receipt of certifications and/or test reports that verify the specifications were met therefore is considered the validation of the processes. No "special processes" are performed in-house.

7.5.3 Identification and Traceability

Material is identified in the customer PO, including the material description and possibly a customer part number (including revision level if supplied by the customer). The material in a lot may be serialized. The Job Card contains the customer PO number. Therefore traceability is maintained from the customer PO number to the production records associated with the material supplied for that customer PO. Those records are maintained per [QP 4240 – Control of Quality Records](#).

7.5.4 Customer Property

High Temp Metals, Inc. has excluded this section from the QMS, with justification, as noted in [Section 2](#).

7.5.5 Preservation of Product

7.5.5.1 High Temp Metals, Inc. has minimal involvement regarding material preservation in that all the materials we supply are highly resistant to corrosion and deterioration.

7.5.5.2 Material is stored in our warehouse in accordance with good and common industry practice for each type of material, i.e. sheet, plate, bar, etc. All material storage locations are identified by storage location numbers and the data are maintained in a software system specifically for warehouse control.

7.5.5.3 Handling of the materials is accomplished through the use of forklifts and jib cranes with vacuum lifters.

7.5.5.4 Packaging methods follow good and common industry practice unless there are unique packaging requirements specified by the customer, such as export packaging.

7.6 CONTROL OF MONITORING AND MEASURING EQUIPMENT

HTM utilizes equipment that requires a known state of accuracy. A software system is maintained that serves as a registry for the equipment, including details of the type, ID, location, frequency of verification or calibration, method and acceptance criteria. If equipment is found to be out of conformance to requirements, it shall be removed from service and repaired/replaced. A review of inspection records will be performed to identify any material that might possibly be affected and appropriate action will be taken to determine material conformance. The details and results of the investigation are recorded using the corrective action process.

Records of the calibration are maintained per [QP 4240 – Control of Quality Records](#).

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 GENERAL

Monitoring, measurement, data analysis and improvement processes are utilized as described below.

8.2 MONITORING AND MEASUREMENT

8.2.1 Customer Satisfaction

The constant interface with all the customers by both the President and the VP provides the information we need to obtain an adequate sense of the perception of those customers as regards how well their requirements are being fulfilled. Any formal complaints from customers are documented by the President or the VP, including the nature and resolution of the complaint. If the President or VP determines that the complaint may indicate a systemic problem, the corrective action process will be used to implement and document the cause and action taken. Surveys may be solicited from customers as an added method for determining customer satisfaction; however, because of the subjective nature of surveys and the traditionally poor response rate, use of this method is purely at the discretion of the President.

As part of insuring customer satisfaction we have identified quality objectives related to two of the things we believe are of utmost important to customers – on-time delivery and conforming material.

8.2.2 Internal Audit

Internal audits of the quality system are planned and conducted per [QP 8220 – Internal Audits](#) to ensure the QMS is effectively implemented and maintained in conformance to AS 9001 and our own internal requirements.

8.2.3 Monitoring and Measurement of Processes

The QMS processes are monitored through the internal audits and management reviews. If a nonconformity is identified within a process, corrective action (see [section 8.5.2](#) below) is taken as appropriate to ensure the condition is corrected.

8.2.4 Monitoring and Measurement of Product

The appropriate characteristics of the material are verified (inspected) to the requirements specified on the customer's purchase requirements. Typically these are the dimensional characteristics of the material. All inspection records are maintained in accordance with [QP 4240 – Control of Quality Records](#).

8.3 CONTROL OF NONCONFORMING PRODUCT

High Temp Metals, Inc. controls all nonconforming material in accordance with [QP 8300- Control of NC Product](#) to ensure the customer receives material conforming to their requirements.

Records of the nonconformity, the disposition and any customer concessions are maintained in accordance with [QP 4240 – Control of Quality Records](#).

8.4 ANALYSIS OF DATA

Appropriate data are collected and analyzed to demonstrate the suitability and effectiveness of the quality management system and to evaluate where improvements can be made.

Typically, analysis of data may provide information about:

- a) Customer satisfaction from results of the evaluation of delivery performance and rejections
- b) Data indicating performance to the quality objectives.
- c) Rejection data indicating material nonconformance.
- d) Any data that could provide information leading to QMS improvements or preventive actions.
- e) Ongoing monitoring of performance of suppliers.

8.5 IMPROVEMENT

8.5.1 Continual Improvement

High Temp Metals, Inc. strives to continually improve the effectiveness of the quality management system by implementing the following process.

Process Inputs:

- The quality objectives are established and monitored for performance to the goals,
- Internal audits are conducted per a defined audit schedule and the results are reviewed at the periodic management reviews, and
- Internal corrective actions, supplier corrective action requests and internal preventive actions may be initiated in accordance with established procedures and the results reviewed on an on-going basis and at the periodic management reviews.

Process Results:

The above inputs, along with any other data that the President deems appropriate, are reviewed as a whole at the management reviews. Collectively, this process provides the necessary information from which to determine whether there is continuing improvement to the overall QMS.

8.5.2 Corrective Action

In order to eliminate the cause of detected nonconformities or other undesirable situations, they are investigated as to cause and the appropriate corrective action is administered in accordance with [QP 8520 – Corrective Action](#).

8.5.3 Preventive Action

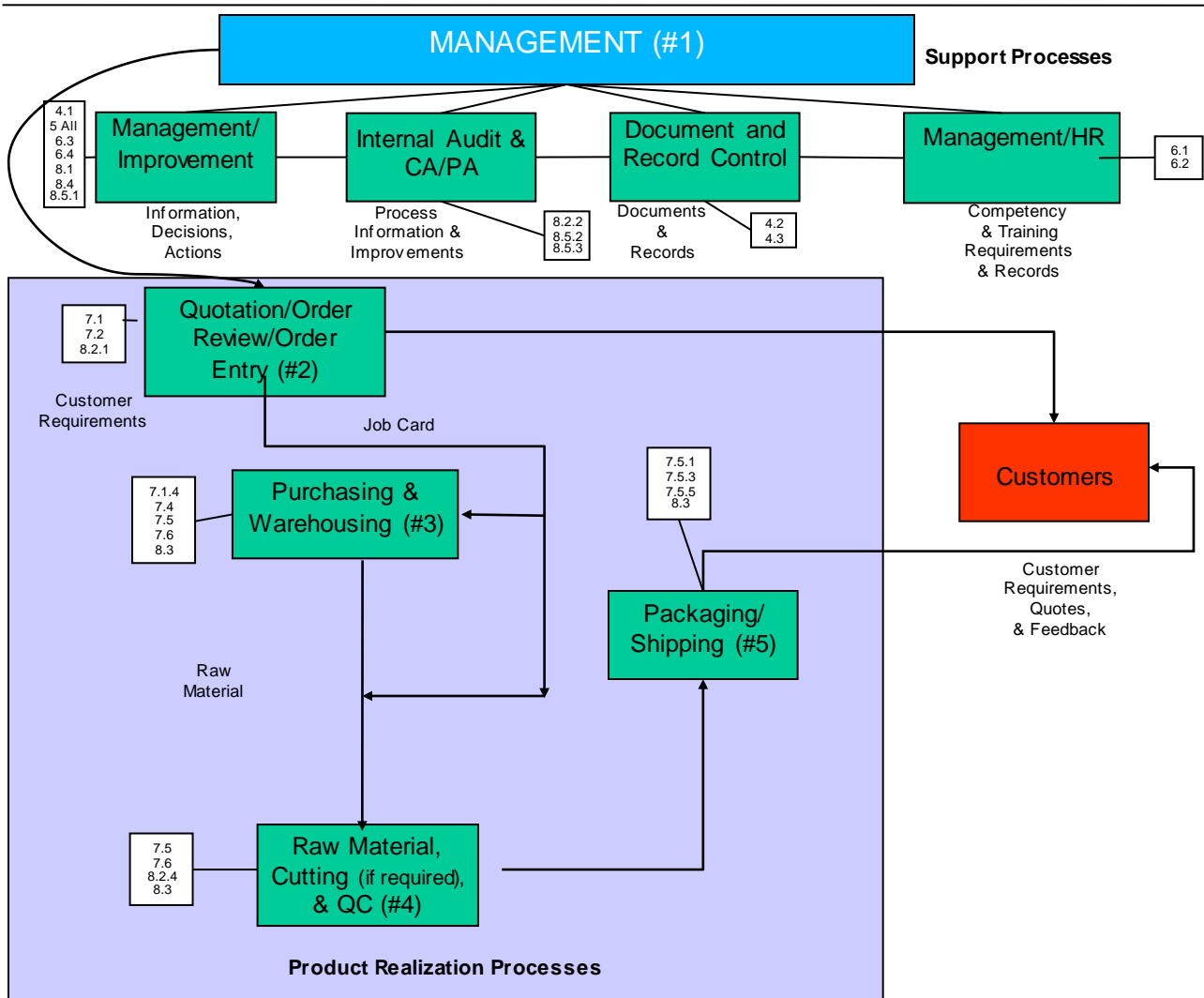
In order to preclude potential quality system problems, or other undesirable potential situations, procedure [QP 8530 - Preventive Action](#) defines the process for identifying such issues and implementing the preventive action to ensure they do not become nonconformities.

REVISION LOG

Changes to current revision may be *italicized* and/or **bolded**.

Rev #	Description
15-1	Complete re-write
15-2	Added scope applicable to AS9100C; added Appendix B, and Revision Log; revised sections 7.4.1 & 7.4.2 to specifically address sub-clauses a) through i) for AS 9100 and AS 9120.
16	Revised section 7.4.2 to specifically address sub-clause h) of AS9120 & i) of AS9100.

APPENDIX A QMS Process Flowchart



APPENDIX B
Risk Management Matrix

