



Quality Manual

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1.0 Scope**1.1 General**

With increasing awareness of the need for quality standardization, The Rubber Group has aligned its quality processes with the ISO 9001:2008 quality management criteria. The scope of TRG's registration is for the manufacture of rubber and synthetic rubber products for various industrial and military markets.

This Quality Manual and system demonstrate our dedication to world-class excellence and our continuing commitment to produce the highest standard of products while striving to exceed our customer's expectations. TRG aims to enhance customer satisfaction through the effective application of the system, including processes for continual improvement of the system and the assurance of conformity to customer and applicable regulatory requirements.

TRG is committed to the development and implementation of our Quality Management System, and to continually improving its effectiveness. In order to achieve this we have established a quality policy and quality objectives, which we have discussed with our employees. We have communicated to them the importance of meeting not only our own objectives but also our customer's objectives and any statutory and regulatory requirements.

Authorization:

Robert A. Pruyn
General Manager

Nadine D. Hayes
Quality Manager, IMR

The Rubber Group's Quality Policy:

"The Rubber Group is committed to continuously improving our products, processes and systems so they consistently meet or exceed all of our customer's needs and requirements."

The Rubber Group's Mission Statement:

- We will respond to our customer's needs immediately.
- We will supply the best part for your application.
- We will reduce lead times.
- We will control cost by eliminating waste.

Accomplish Customer Satisfaction by:

1. Achieving on time Customer delivery goal.
2. Keeping % Customer returns below stated goal.
3. Achieving stated goal for Customer satisfaction survey.
4. Reduce the amount of customer complaints.

Monitor Supplier Performance:

1. Achieve on time vendor delivery goal.
2. Achieve quality rating stated for vendors.

Maintain "Lean Manufacturing Key Measurements"

1. Keeping material scrap to gross sales below stated goal.
2. Keeping % of WIP to sales below stated goal.
3. Inventory turns to be above stated goal.
4. Keep direct labor to sales below stated goal.
5. Meet or exceed yield percentage stated goal.
6. Meet or exceed Sales dollar/employee stated goal.

*stated goals furnished upon request.

1.2 Application

This Quality Assurance Manual describes the method and means by which The Rubber Group satisfies the requirement of the ISO 9001:2008 Quality Management System.

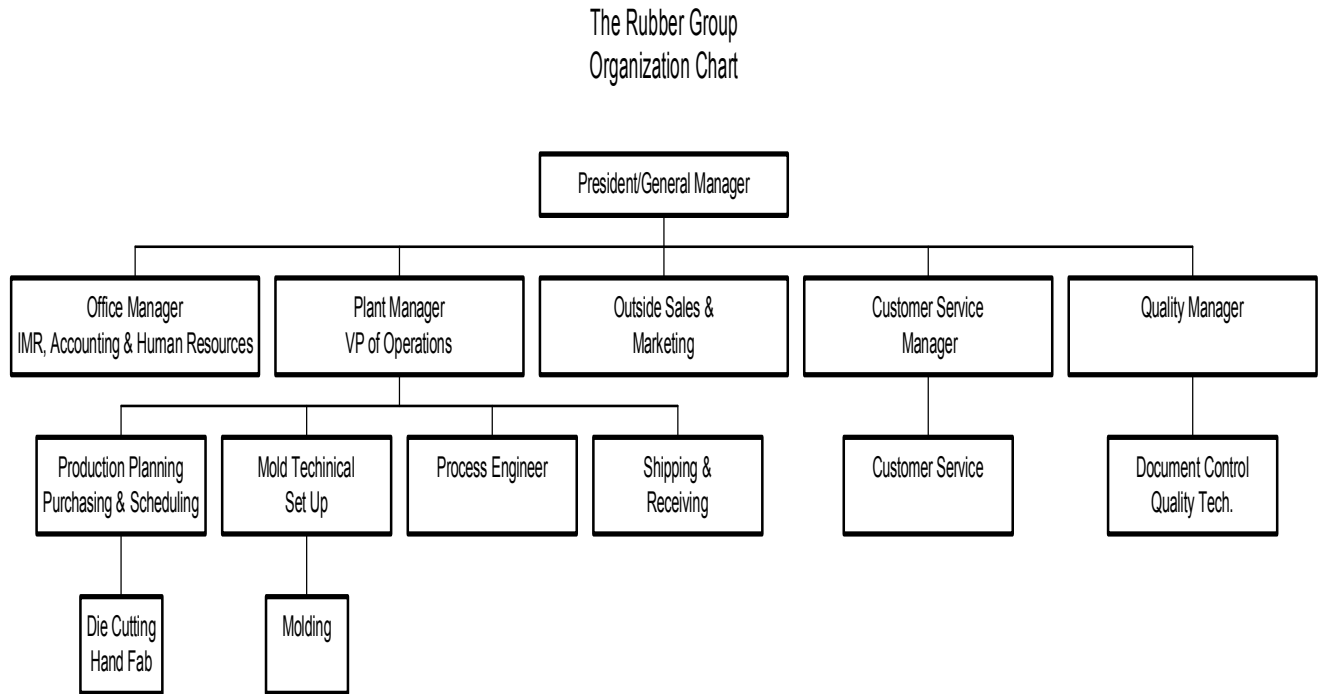
The Quality Manual applies to all aspects of TRG's Quality Management System processes. It defines how the Quality Management System was designed, implemented and maintained. TRG has adopted the ISO 9001:2008 Quality Management System Standard Requirements as our Quality Policies.

This Quality Manual describes our quality policies as they relate to the international quality system standard ISO 9001:2008. Associated practices, known as S.O.P.'s (Standard Operating Procedures), are referenced by the manual after each quality system requirement section.

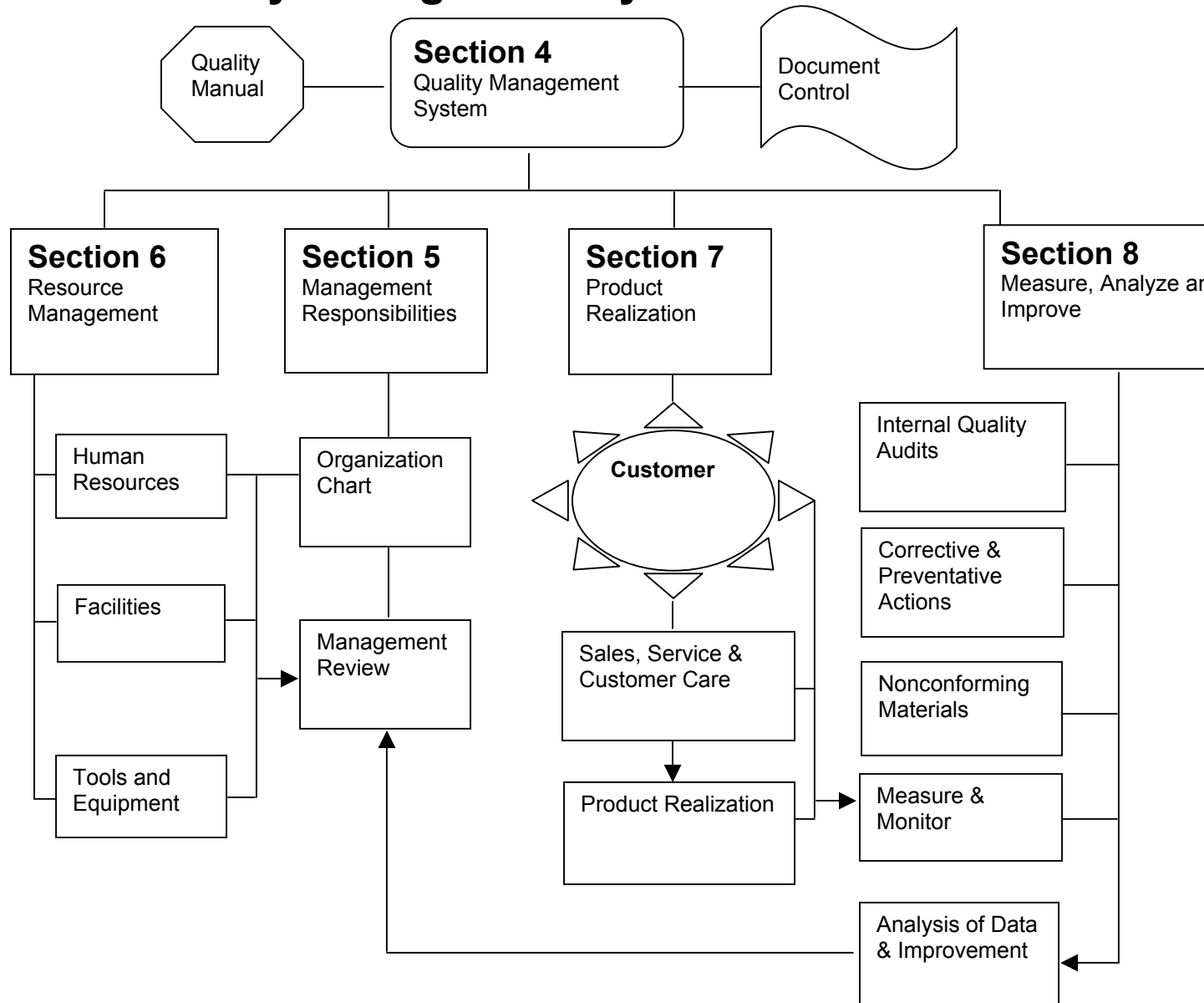
1.3 Allowable Exclusions

The Rubber Group does not engage in any design or development of product and therefore take exception to Section 7.3 (and all subsections) of the ISO 9001:2008 standard. Section 7.5 of the standard addresses Production and Servicing Provisions. TRG does not engage in any Servicing Provisions and therefore will take exception to the Servicing portion of 7.5 of the ISO 9001:2008 standard.

2.0 ORGANIZATION CHART



Quality Management System Overview



3.0 Cross Reference Matrix

5 5.1 5.3 5.4.1 5.5.1 5.4.2 5.5.2 5.5.3 5.6.1 5.6.2 5.6.3 6.1 6.2.1 8.5.1	Management responsibility Management commitment Quality policy Quality objectives Responsibility and authority Quality mgmt. sys. planning Management rep. Internal communications Management review- general Review input Review output Provision of resources Human resources- general Continual improvement	Reference: Manual SOP II-01 SOP III-01 Manual Also: SOP II-02 Also: SOP II-18
4.1 4.2.1 4.2.2 5.4.2 7.1	Quality mgmt. sys.- general Documentation req. -general Quality manual Quality mgmt. sys. planning Planning of prod. realization	Reference: SOP II-02 SOP II-05 Also: SOP II-09 & SOP II-10
5.2 7.2.1 7.2.2 7.2.3 8.2.1	Customer focus Determination of requirements related to product Review of requirements related product Customer communications Customer satisfaction	Reference: SOP II-03 SOP II-04
7.3	See 1.3 allowable exclusions	Manual
4.2.3	Control of documents	SOP II-05
7.4.1 7.4.2 7.4.3	Purchasing process Purchasing information Verification of purchased prod.	SOP II-06 SOP II-10
7.5.4	Customer Property	SOP II-07
7.5.3	I.D. and Tractability	SOP II-08, SOP II-10 & SOP II-12

3.0 Cross Reference Matrix continued

6.3 Infrastructure	Reference: SOP II-01 SOP II-09
6.4 Work environment	
7.5.1 Control of product provision	
7.5.2 Validation of processes for production	
7.1 Planning of product realization	Reference: SOP II-06, SOP II-02 SOP II-09 & SOP II-12 SOP II-10 Also: SOP II-17
7.4.3 Verification of purchased product	
8.1 Measurement analysis and improvement- general	
8.2.4 Monitoring and measurement of product	
7.6 Control of monitoring and measuring devices	Reference: SOP II-11
7.5.3 I.D. and tractability	Reference: SOP II-08, SOP II-10, SOP II-12
8.3 Control of nonconforming product	Reference: SOP II-13
8.5.2 Corrective action	Reference: SOP II-14
8.5.3 Preventative action	
7.5.5 Preservation of product	Reference: SOP II-15 & SOP II-09
7.5.1 Control of product provision	
4.2.4 Control of records	SOP II-16
8.2.2 Internal audit	SOP II-17
8.2.3 Monitoring and measuring of processes	SOP II-09
6.2.2 Competence, awareness and training	SOP II-18
7.5.1 Control of production and servicing provision (allowable exclusions-servicing)	SOP II-09 SOP II-10 SOP II-15
8.1 Measurement/analysis/improve-Gen.	SOP II-10 SOP II-17 SOP II-10
8.2.3 Monitor/measure process	
8.2.4 Monitor/measure product	
8.4 Analysis of data	

4.0 QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

The Rubber Group shall establish, document, implement and maintain a quality management system and continually improve its' effectiveness in accordance with the requirements of the International Standard.

The Rubber Group shall

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

These processes shall be managed by the organization in accordance with the requirements of this International Standard.

Where TRG chooses to outsource any process that affects product conformity with requirements, TRG shall ensure control over such processes. Control of such outsourced processes shall be identified within the quality management system.

4.2 DOCUMENTATION REQUIREMENTS

4.2.1 General

The quality management system documentation shall include

- a) documented statements of a quality policy and quality objectives,
- b) a quality manual,
- c) documented procedures required by this International Standard,
- d) documents needed by the organization to ensure the effective planning, operation and control of its processes, and
- e) records required by this International Standard.

4.2.2 Quality Manual

The organization shall establish and maintain a quality manual that includes

- a) the scope of the quality management system, including details of and justification for any exclusions (see 1.2),
- b) the documented procedures established for the quality management system, or reference to them, and
- c) a description of the interaction between the processes and the quality management system.

4.2.3 Control of documents

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

A document procedure shall be established to define the controls needed

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

4.2.4 Control of records

Records shall be established and maintained to provide evidence of conformity to the requirements and of the effective operation of the quality management system. Records shall remain legible, readily identifiable and retrievable. A documented procedure shall be established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records.

5.0 MANAGEMENT RESPONSIBILITY

5.1 Management commitment

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

- a) communicating to TRG the importance of meeting the customer as well as statutory and regulatory requirements,
- b) establishing the quality policy
- c) ensuring that quality objectives are established,
- d) conducting management reviews, and
- e) ensuring the availability of resources.

5.2 Customer focus

Top management shall ensure that customer requirements are determined and met, with the aim of enhancing customer satisfaction. (see 7.2.1 & 8.2.1).

5.3 Quality policy

Top management shall ensure that the quality policy

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

5.4 PLANNING

5.4.1 Quality Objectives

Top management shall ensure that quality objectives, including those needed to meet requirements for product (see 7.1a), are established at relevant functions and levels within the organization. The quality objectives shall be measurable and consistent with the quality policy.

5.4.2 Quality management system planning

The management shall ensure that

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

5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 Responsibility and authority

Top management shall ensure that responsibilities and authorities are defined and communicated within the organization (see TRG Organizational Chart 2.0)

5.5.2 Management representative

Top management shall appoint a member of management who, irrespective of other responsibilities, shall have responsibility and authority that includes

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

5.5.3 Internal communication

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

5.6 MANAGEMENT REVIEW

5.6.1 General

Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

5.6.2 Review input

The input to management review shall include information on

- a) the results of audits
- b) customer feedback
- c) process performance and product conformity,
- d) status of preventive and corrective actions,
- e) follow-up actions from previous management reviews,
- f) changes that could affect the quality management system, and
- g) recommendations for improvement.

5.6.3 Review output

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

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

6 RESOURCE MANAGEMENT

6.1 Provision of resources

TRG shall determine and provide the resources needed

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

6.2 HUMAN RESOURCES

6.2.1 General

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

6.2.2 Competence, awareness and training

The Rubber Group shall

- a) determine the necessary competence for personnel performing work affecting the quality
- b) provide training or take other actions to satisfy these needs
- c) evaluate the effectiveness of the actions taken,
- d) ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and
- e) maintain appropriate records of education, training, skills and experience (see 4.2.4).

6.3 INFRASTRUCTURE

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

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

6.4 WORK ENVIRONMENT

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

7.0 PRODUCT REALIZATION

7.1 Planning of product realization

TRG shall plan and develop the processes needed for production realization. Planning of product realization shall be consistent with the requirements of the other processes of the quality management system (see 4.1). In planning product realization, the organization shall determine the following, as appropriate:

- a) quality objectives and requirements for the product;
- b) the need to establish processes, documents, and provide resources specific to the product;
- c) required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance;
- d) records needed to provide evidence that the realization process and resulting product meet requirements (see 4.2.4).

7.2 CUSTOMER-RELATED PROCESSES

7.2.1 Determination of requirements related to the project

TRG shall determine

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

7.2.2 Review of requirements related to the product

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

- a) product requirements are defined,
- b) contract or order requirements differing from those previously expressed are resolved, and
- c) TRG has the ability to meet the defined requirements.

Records of the results of the review and actions arising from the review shall be maintained (see 4.2.4).

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

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

7.2.3 Customer communications

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

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

7.3 DESIGN AND DEVELOPMENT (excluded)

The Rubber Group does not engage in any design or development of product and therefore take exception to Section 7.3 (and all subsections) of the ISO 9001:2008 standard.

7.4 PURCHASING

7.4.1 Purchasing process

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

The organization shall evaluate and select suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation shall be established. Records of the results of evaluations and any necessary actions arising from the evaluation shall be maintained (see 4.2.4).

7.4.2 Purchasing information

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

- a) requirements for approval of product, procedures, processes and equipment,
- b) requirements for qualification of personnel, and
- c) quality management system requirements.

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

7.4.3 Verification of purchased product

TRG shall establish and implement the inspection or other activities necessary for ensuring that the purchased product meets specified purchase requirements.

Were TRG or its customers intends to perform verification at the supplier's premises, the organization shall state the intended verification arrangements and method of product release in the purchasing information.

7.5 PRODUCT AND SERVICE PROVISIONS

Section 7.5 of the standard addresses Production and Servicing Provisions. TRG does not engage in any Servicing Provisions and therefore will take exception to the Servicing portion of 7.5 of the ISO 9001:2008 standard.

7.5.1 Control of production and service provision

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

- a) the availability of information that describes the characteristics of the product,
- b) the availability of work instructions, as necessary,
- c) the use of suitable equipment,
- d) the availability and use of monitoring and measuring devices,
- e) the implementation of monitoring and measuring devices, and
- f) the implementation of release, delivery and post-delivery activities.

7.5.2 Validation of processes for production and service provision

(See 1.3 for allowable exclusions Section Servicing Provisions.)

TRG shall validate any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies become apparent only after the product is in use or the service has been delivered.

Validation shall demonstrate the ability of these processes to achieve planned results.

TRG shall establish arrangements for these processes including, as applicable

- a) define criteria for review and approval of the processes,
- b) approval of equipment and qualification of personnel,
- c) use of specific methods and procedures,
- d) requirements for records (see 4.2.4), and
- e) revalidation.

7.5.3 Identification and traceability

Where appropriate, TRG shall identify the product by suitable means throughout product realization. TRG shall identify the product status with respect to monitoring the measurement requirements. Where traceability is a requirement, TRG shall control and record the unique identification of the product (see 4.2.4).

7.5.4 Customer Property

TRG shall exercise care with customer property while it is under the organization's control or being used by TRG. TRG shall identify, verify, protect and safeguard property provided for use or incorporation into the product. If any customer property is lost, damaged or otherwise found to be unsuitable for use, this shall be reported to the customer and records maintained (see 4.2.4).

7.5.5 Preservation of product

TRG shall preserve the conformity of product during internal processing and delivery to the intended destination. This preservation shall include identification, handling, packaging, storage, and protection. Preservation shall also apply to the constituent parts of a product.

7.6 CONTROL OF MONITORING AND MEASURING DEVICES

TRG shall determine the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements (see 7.2.1).

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

Where necessary to ensure valid results, measuring equipment shall

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

In addition, TRG shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. TRG shall take appropriate action on the equipment and any product affected. Records of the results of calibration and verification shall be maintained (4.2.4).

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

8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The organization shall plan and implement the monitoring, measuring, analysis and improvement processes needed

- a) to demonstrate conformity of the product,
- b) to ensure conformity of the quality management system, and
- c) to continually improve the effectiveness of the quality management system.

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

8.2 MONITORING AND MEASUREMENT

8.2.1 Customer satisfaction

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

8.2.2 Internal audit

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

- a) conforms to the planned arrangements (see 7.1), of this International Standard and to the quality management system requirements established by TRG, and
- b) is effectively implemented and maintained.

An audit program shall be planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of the previous audits. The audit criteria, scope, frequency and methods shall be defined. Selection of auditors and conduct of audits ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records (see 4.2.4) shall be defined in a documented procedure.

The management responsible for the area being audited shall ensure that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities shall include the verification of the actions taken and the reporting of verification results (see 8.5.2).

8.2.3 Monitoring and measurement of processes

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

8.2.4 Monitoring and measurement of product

TRG shall monitor and measure the characteristics of the product to verify that product requirements have been met. This shall be carried out at appropriate stages of the product realization process in accordance with the planned arrangements (see 7.1).

Evidence of conformity with the acceptance criteria shall be maintained. Records shall indicate the person(s) authorizing releases of product (see 4.2.4).

Product release and service delivery shall not proceed until the planned arrangements (see 7.1) have been satisfactorily completed, unless otherwise approved by relevant authority and, where applicable, by the customer.

8.3 CONTROL OF NONCONFORMING PRODUCT

TRG shall ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product shall be defined in a documented procedure.

TRG shall deal with nonconforming product by one or more of the following ways:

- a) by taking action to eliminate the detected nonconformity;
- b) by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;
- c) by taking action to preclude its original intended use or application.

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, shall be maintained (see 4.2.4).

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

When nonconforming product is detected after delivery or use has started, the organization shall take action appropriate to the effects, or potential effects, of the nonconformity.

8.4 ANALYSIS OF DATA

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

The analysis of data shall provide information relating to

- a) customer satisfaction (see 8.2.1),
- b) conformity to product requirements (8.2.4),
- c) characteristics and trends of processes and products including opportunities for preventive action (see 8.2.3 and 8.2.4), and
- d) suppliers (see 7.4).

8.5 IMPROVEMENT

8.5.1 Continual improvement

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

8.5.2 Corrective action

TRG shall take action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered.

A documented procedure shall be established to define requirements for

- a) reviewing nonconformities (including customer complaints),
- b) determining the causes of nonconformities,
- c) evaluating the need for action to ensure the nonconformities do not recur,
- d) determining the implementing action needed,
- e) records of the results of action taken (see 4.2.4), and
- f) reviewing the effectiveness of the corrective action taken.

8.5.3 Preventive action

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

A documented procedure shall be established to define requirements for

- a) determining potential nonconformities and their causes,
- b) evaluating the need for action to prevent occurrences of nonconformities,
- c) determining and implementing action needed
- d) records of results of action taken (see 4.2.4), and
- e) reviewing the effectiveness of the preventive action taken.