Business Management System Manual

Conforms to ISO 9001:2015

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1.0 Welcome to Crystalfontz

Crystalfontz was started in 1998 by Brent and Janet Crosby. The Crystalfontz product line began with two innovative serial LCD designs that are still in production today, and the demand to help embedded and industrial customers find the right displays for their projects. In 2005 the company purchased its current 10,000 sq. ft. facility in Spokane Valley, Washington.

Crystalfontz America, Inc. designs and distributes high quality industrial LCD displays. We offer full-feature and value-added displays along with accessories such as cables, demonstration kits, and carrier boards. Our technical expertise, innovative designs, and direct distribution allow us to offer quality products at a low cost.

Crystalfontz offers hundreds of products including our own unique designs. We've sold millions of displays to thousands of customers in over 100 countries. Custom modifications, full documentation, and technical support are generated from our current facility. We believe we offer the best support of any display module company – from product selection through production – anywhere in the world.

2.0 About the Crystalfontz Business Systems Manual

The purpose of the CFA Business Management Systems (BMS) Manual is to document and explain its quality management system.

The BMS Manual includes the quality policy and business management systems, both of which are aimed at satisfying internal and external customers through processes that are continually monitored and improved for increasingly higher levels of effectiveness and efficiency in performance and output.

The BMS Manual is the single point of reference for organizational functions, operations and practices of the company for achieving high levels of customer satisfaction, creating and maintaining effective and efficient processes, and continuous improvement and consistent quality in all business activities of the company.

A strategic decision was made by top management to achieve and maintain the requirements of ISO 9001:2015.

To do this we will:

a) Use the Plan, Do, Check, Act approach to process planning.
b) Consistently provide products and services that meet or exceed the customer needs.
c) Work toward continuous improvement with decision-based directions using Risk-based Thinking Analysis, as needed.

3.0 Terms and Conditions

Crystalfontz adopts the following terms and definitions within its Business Management System. In some cases, specific procedures or documentation may provide a definition to be used in the context of that document.

General Terminology:

- **CFA** – Crystalfontz America
- **BMSM** – Business Management Systems Manual
- **Document** – Written information used to describe how an activity is done
- **Record** – Captured evidence of an activity having been done
- **SIPOC** – Supplier, Input, Process, Output, Customer (SIPOC) – Top Level Process Control Document

Risk-Based Thinking Terminology:

- **Uncertainty –** A deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood
- **Risk –** Negative effect of uncertainty
- **Opportunity –** Positive effect of uncertainty

Nonconforming Product Terminology:

- **Repair** – Is the process of making nonconforming materials conform completely to drawings, specifications or contract requirements.
- **Use As Is** – If rejected material is deemed useable with no requirement for repair and its use will not violate any agreed upon customer requirements, it can be dispositioned as “Use As Is”.
    - Additionally, if the reason for rejection does violate agreed upon customer requirements, this disposition is limited to obtaining authorized waivers and/or deviations from customers.
- **Scrap** – If non-conforming material cannot be economically repaired to a useable condition it will be scrapped.
- **Return to Supplier** – If the issue is determined to be supplier caused, the material may be dispositioned to be returned to the supplier.

4.0 Context of the Organization

4.1. Understanding the Organization and its Context

CFA has reviewed and analyzed key aspects of itself and its stakeholders to determine the strategic direction of the company. This requires understanding of internal and external issues that are of concern to CFA and its interested parties (per section 4.2); the interested parties are identified per the document, **Proc 4.0 – Context of the Organization**.

Such issues are monitored and updated as appropriate, and discussed as part of the Strategic Meetings and Management Reviews.

4.2. Understanding the Needs and Expectations of Interested Parties

The issues determined per section 4.1 are identified through an analysis of risks facing CFA and its interested parties. “Interested Parties” are those stakeholders who receive CFA Products or who may be impacted by them or those parties who may otherwise have a significant interest in our company. These parties are identified per **Proc 4.0 – Context of the Organization.**

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

4.3. Determining the Scope of the Business Management System

Based on an analysis of

- the above issues of concern,
- interests of stakeholders, and
- in consideration of its products and services.

CFA has determined the scope of the management system as follows:

- This manual covers the processes we utilize in the design and manufacture of electronic displays.
- The Business Management System applies to processes, activities, and employees within the company. Business Processes such as accounting, employee management and legal activities are out of scope of the BMS.

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The following clause of ISO 9001:2015 was determined to be not applicable to CFA.
Section 8.5.1 - CONTROL OF PRODUCTION AND SERVICE PROVISION
f) Validation, and periodic revalidation:

Crystalfontz does not have processes that cannot be verified by subsequent measurement or testing. If any processes are subcontracted out, requirements for validation of special processes will be communicated to subcontractors in accordance with our Purchasing and Supplier Requirements Procedures.

4.4. Business Management System and its Processes

4.4.1. Process Identification

CFA has adopted a process approach for its management system. Nonconformities and risks are identified real time, by actions taken within each of the top-level processes.

***Note**: Not all activities are considered "processes" - the term process in this context indicates the activity has been elevated to a higher level of control and management oversight. The controls indicated herein are applicable only to the top-level processes identified.*

The following top-level processes have been identified for CFA:

- **Top Management** - (Business Planning, Mgmt. Review, Continual Improvement)
- **Customer Servicing** - (Sales Order Processing, Shipping, Customer Satisfaction & Customer Complaints)
- **Production** - (To Include Inventory Management & Final Inspection)
- **Purchasing** - (To Include Receiving and Receiving Inspection)
- **Design and Development**

Each top-level process may be supported by other activities such as tasks or sub-processes. Monitoring and control of top level processes ensures effective implementation and control of all subordinate tasks or sub-processes.

Each top-level process has a document that defines (SIPOC):

- Applicable inputs and outputs
- Process owner(s)
- Applicable responsibilities and authorities
- Applicable risks and opportunities
- Critical and supporting resources
- Criteria and methods employed to ensure the effectiveness of the process
- Quality objectives related to the process

The sequence of interaction of these processes is illustrated in Appendix A.

4.4.2. Process Controls and Objectives

To the extent necessary, objectives are established for the processes. Each objective is then supported by metrics that are monitored as necessary to determine the process' ability to meet the objective.

***Note**: The level of monitoring on a process is determined by the nature of the process, its impact on products and services, and the associated risks.*

Performance to goals is recorded at the applicable level of management review along with the identified action, corrective action or preventive action. In addition, opportunities for improvement are sought and implemented for the identified processes.

5.0 Leadership

5.1. Leadership and Commitment

5.1.1. General

Leadership of CFA top management is evidenced by the commitment to the development, implementation and continuous improvement of the management systems. These systems are monitored for continuous improvement and effectiveness by:

a) Taking accountability of the effectiveness of the management system.
b) Ensuring that the **Quality Policy** and quality objectives are established for the management system and are compatible with the strategic direction and the context of the organization.
c) Ensuring the integration of the management system requirements into the organization's other business processes, as deemed appropriate (see note).
d) Promoting awareness of the process approach.
e) Ensuring that the resources needed for the management system are available.
f) Communicating the importance of effective quality management and of conforming to the management system requirements.
g) Ensuring that the management system achieves its intended results.
h) Engaging, directing and supporting persons to contribute to the effectiveness of the management system.
i) Promoting continual improvement.
j) Supporting other relevant management roles to demonstrate their leadership as it applies to their area of responsibility.

Note: *Business Processes such as accounting, employee management and legal activities are out of scope of the BMS.*

5.1.2. Customer Focus

CFA's success depends on understanding and satisfying customer needs and expectations, and producing products and services to satisfy these needs.

This is accomplished by assuring:

- Customer and applicable statutory and regulatory requirements are determined, understood and consistently met.
- The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed.
- The focus on enhancing customer satisfaction is maintained.

We will determine our customer needs and expectations, convert them into agreed requirements, and fulfill them towards the goal of customer satisfaction.

5.2. Policy

This section in its entirety is the Crystalfontz Quality Policy.

Executive management and all of its employees are committed to the quality of our products and services and stated quality objectives. The intent and the spirit of this policy is that we actively pursue ever improving quality through systems and processes that enable each employee to do their job ***right the first time, every time***.

Management shall ensure that the quality policy is communicated to new employees and posted throughout the organization. Internal audits are used to ensure the quality policy is understood at all levels of our organization. The quality policy shall be reviewed on an ongoing basis to ensure its continued suitability.

5.3. Organizational Roles, Responsibilities, and Authorities

CFA has defined the functions, responsibilities and authorities for our organization.

CFA has appointed a Management Representative that is a part of the top management of the company. The Management Representative may hold other management responsibilities. The Management Representative is responsible for the development and maintenance of the System. The role of the Management Representative is to assist – not to replace – the individual responsibilities of managers/supervisors.

The specific duties of the Management Representative include, but are not limited to the following areas:

- Implement and maintain the standards contained in this manual, and additional or supplementary standards as required improving the overall quality program.
- Report to management on the effectiveness and deficiencies of the Business Management System. A formal report shall be submitted annually or more frequently if such reports are necessary and appropriate.
- Coordinate with department managers, supervisors and other personnel, sub-contractors and outside suppliers, as necessary to achieve and maintain the Business Management System Policies.
- Promote the awareness of customer requirements throughout the organization.

All personnel have the authority to stop or modify work process on nonconforming product or services.

General responsibilities for Crystalfontz America, Inc. personnel regarding work-affecting quality are summarized in Table A.

Business Management System Manual

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Table A: Summary of Business Management System Responsibilities

Who	Responsibility and Authority
Top Management	**D**efine the Quality Policy. **E**nsure the communication and understanding of the Quality Policy throughout the organization. **E**nsure the promotion of customer focus throughout the organization. **E**nsure that the integrity of the management system is maintained when changes are planned implemented.
Quality Management Representative	**D**ocument and maintain the Quality Policy. **E**nsure that the Business Management System is established, implemented, and maintained. **C**hair regular reviews of the suitability and effectiveness of the Business Management System. **R**eport on the performance of the management system and provide opportunities for improvement for the management system.
Responsible Managers/ Supr	**I**mplement the Business Management System. **O**btain and communicate customer requirements to the appropriate personnel or functional organization. **E**nsure that the processes are delivering their intended outputs. **E**nsure that qualified, skilled, and trained personnel and resources are available to implement the Business Management System. **E**nsure that products and services satisfy customer requirements including quality, safety, cost, schedule, performance, reliability, durability, accuracy, and maintainability. **E**nsure that personnel comply with applicable standards, regulations, specifications, and documented procedures.
All Personnel	**E**nsure the quality of their work. **O**perate in conformance with the requirements of the Business Management System. **S**top work in progress or make appropriate notifications when quality requirements are not being met.

6.0 Planning

6.1. Actions to Address Risks and Opportunities

CFA considers risks and opportunities when taking actions within the management system, as well as when implementing or improving the management system; likewise, these are considered relative to products and services. Risks and opportunities are identified as part of the context of the organization as well as throughout the other activities of the BMS as applicable.

Risks and opportunities are managed in accordance with the document, **Proc 6.1 – Risk Management Procedure**.

6.2. Quality Objectives and Planning to Achieve Them

As part of the adoption of the process approach, CFA utilizes its process objectives, as discussed in section 4.4, as the main quality objectives for the BMS.

These include overall product-related quality objectives; additional product-related quality objectives may be defined in work instructions or customer requirements.

The process objectives have been developed in consideration that they

a) Be consistent with the quality policy;
b) Be measurable;
c) Take into account applicable requirements;
d) Be relevant to conformity of products and services and to enhancement of customer satisfaction;
e) Be monitored;
f) Be communicated; and
g) Be updated as appropriate.

Process quality objectives are defined in the minutes of management review in section 9.3.

The planning of process quality objectives is defined in section 4.4.

6.3. Planning of Changes

Changes to the quality management system and its processes are carried out in a planned manner per the **Proc 6.3 – Change Management Procedure.**

7.0 Support

7.1. Resources

7.1.1. General

CFA determines and provides the resources needed:

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

Resource allocation is done with consideration of the capability and constraints on existing internal resources, as well as needs related to supplier expectations.

Resources and resource allocation are assessed during top management reviews.

7.1.2. People

Top management ensures that it provides sufficient staffing for the effective operation of the management system, as well as its identified processes.

7.1.3. Infrastructure

CFA identifies, provides and maintains the infrastructure needed to accomplish our quality goals, including product conformance. Infrastructure includes but is not limited to:

- Buildings, Workspace and Associated Utilities
- Processing and Office Equipment, Hardware and Software
- Tools and Supplies
- Information Systems
- Communication and Transportation
- Supporting Services

Equipment is validated per the procedure **Proc 7.5.2 – Fixture Qualification Procedure** and maintained per the procedure **Proc 7.5.1 – Preventive Maintenance Procedure**.

7.1.4. Environment for the Operation of Processes

CFA provides a clean, safe and well-lit working environment. The top management of CFA manages the work environment needed to achieve conformity to product requirements. Specific environmental requirements for products are determined during quality planning, where applicable, and are documented in subordinate procedures, work instructions or web page.

Human factors are considered to the extent that they directly impact on the quality of the product.

7.1.5. Monitoring and Measuring Resources

Where equipment is used for critical measurement activities, such as inspection and testing, these shall be subject to control and either calibration or verification; see **Proc 7.6 – Calibration Procedure**.

***Note**: Calibration and measurement traceability is not employed for all devices. Instead, CFA determines which devices will be subject to calibration based on its processes, products and services, or in order to comply with specifications or requirements. These decisions are also based on the importance of a measurement and consideration of risk.*

7.1.6. Organization Knowledge

CFA determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This may include knowledge and information obtained from:

a) Internal sources, such as lessons learned, feedback from subject matter experts, and/or intellectual property.
b) External sources such as standards, outside training, conferences, consultants, and/or information gathered from customers and suppliers.

This knowledge shall be maintained, and made available to the extent necessary.

When addressing changing needs and trends, CFA shall consider its current knowledge and determine how to acquire or access the necessary additional knowledge.

7.2. Competence

Personnel performing work affecting product quality are competent on the basis of appropriate education, training, skills and experience. **Proc 6.2.2 – Employee Training Procedure**.

7.3. Awareness

Training and subsequent communication ensure that staff are aware of

a) The Quality Policy,
b) Relevant quality objectives,
c) Their contribution to the effectiveness of the management system, including the benefits of improved performance, and
d) The implications of not conforming with the management system requirements.

7.4. Communication

Top management of CFA ensure internal communication takes place regarding the effectiveness of the management system. Internal communication methods include but are not limited to:

a) Use of corrective action and risk assessment processes to report nonconformities or suggestions for improvement.
b) Use of the results of analysis of data.
c) Meetings (periodic, schedule and/or unscheduled) to discuss aspects of the BMS.
d) Use of the results of the internal audit process.
e) Regular company meetings with all employees.
f) Internal communications systems such as email and ticket system.
g) CFA “open door” policy which allows any employee access to top management for discussion on improving the quality system.

7.5. Documented Information

The management system documentation includes both documents and records.

***Note**: The ISO 9001:2015 standard uses the term "documented information"; CFA does not use this term, but instead relies on the terms "document" and "record" to avoid confusion. In this context, the terms are defined by CFA in the applicable procedures. Documents and records undergo different controls.*

The extent of the management system documentation has been developed based on the following:

a) The size of CFA
b) Complexity and interaction of the processes
c) Competence of personnel
d) The requirements of the ISO standard
e) Documentation determined to be necessary to the effectiveness of the Business Management System.

Documents required for the management system are controlled in accordance with **Proc 4.2.3.1 Procedure for Control of Released Documents**. The purpose of document control is to ensure that personnel have access to the latest approved information, and to restrict the use of obsolete information. All documented procedures are established, documented, implemented and maintained.

Proc 4.2.4 - Control of Records Procedure, has been established to define the controls needed for the identification, storage, retrieval, protection, retention period, and disposition of quality records. This procedure also defines the methods for controlling records that are created by and/or retained by suppliers.

These controls are applicable to those records which provide evidence of conformance to requirements; this may be evidence of product and/or service requirements, contractual requirements, procedure requirements, or statutory/regulatory compliance. In addition, quality records include any records which provide evidence of the effective operation of the management system.

8.0 Operation

8.1. Operational Planning and Control

CFA plans and develops the processes needed for realization of its products. Planning of products realization is consistent with the requirements of the other processes of the management system. Such planning considers the information related to the context of the organization, current resources and capabilities, as well as product requirements.

Such planning is accomplished through:

a) Determining the requirements for the products.
b) Establishing criteria for the processes and the acceptance of the products.
c) Determining the resources needed to achieve conformity to the product requirements.
d) Implementing control of the processes in accordance with the criteria.
e) Determining, maintaining and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products to their requirements.

Changes to operational processes are done in accordance with the **Proc 6.3 – Change Management Procedure**.

Outsourced processes and the means by which CFA controls them are documented **Proc 7.4.1.2 - Supplier Qualification Procedure.**

8.2. Requirements for Products and Services

8.2.1. Customer Communication

CFA has implemented effective communication with customers in relation to:

a) Providing information relating to products and services.
b) Handling enquiries, contract orders, including changes.
c) Obtaining customer feedback relating to products and services, including customer complaints.
d) Handling or controlling customer property.
e) Establishing specific requirements for contingency actions, when relevant.

These activities are summarized in **Proc 5.2.1 – Customer Servicing Procedure and Proc 7.2.3 – Customer Return Material Authorization Procedure.**

8.2.2. Determining Requirements Related to Products and Services

Product requirements shall be defined through the CFA policies and technical files and communicated to the customer via the company web page, quotations, and sales orders.

These include:

- Product details to include requirements necessary for specific or intended use, where known.
- Availability, delivery and support as defined by CFA.
- Statutory and regulatory requirements related to the product.
- Additional requirements determined by CFA.

These activities are defined in great detail in **Proc 7.2 – Request for Quote Procedure** and **Proc 7.2.1 – Customer Purchase Order Review and Processing Procedure**.

8.2.3. Review of Requirements Related to Products and Services

For custom/semi-custom products, CFA shall mutually agree with the customer on product requirements including any special requirements, through the quotation process. The review will ensure that:

- Product requirements are defined with consideration to customer and CFA requirements to include.
- Delivery and post-delivery requirements, as applicable.
- Requirements not stated by the customer but know by CFA as being necessary.
- Meeting all related statutory and regulatory requirements.
- Meeting any order requirements differing from those previously expressed (for example, from a previous order).
- Where the customer provides no documented requirements, CFA will document and confirm the customer's expectations and requirements.
- CFA is capable of meeting the customer's requirements, when agreed to.

The results of the review of product requirements shall be documented and retained as quality records.

All other CFA parts are offered to the customer under CFA defined product requirements.

These activities are defined in great detail in **Proc 7.2.1 – Customer Purchase Order Review and Processing Procedure**.

8.2.4. Changes to Requirements for Products and Services

CFA updates all relevant requirements and documents when the requirements are changed, and ensures that all appropriate staff are notified in accordance with the **Proc 6.3 – Change Management Procedure**.

8.3. Design and Development of Products

For new designs and for significant design changes, CFA follows a defined process that ensures:

a) Design planning is conducted.
b) Design inputs (requirements) are captured.
c) Design outputs are identified and achieved.
d) Design reviews, verification and validation are conducted.
e) Design changes are made in a controlled manner.

These activities are further defined in **Proc 7.3 – Design and Development Procedure**.

8.4. Control of Externally Provided Processes, Products, and Services

CFA ensures that purchased products or services conform to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product or services are dependent on the effect on the subsequent realization step or the final product.

CFA evaluates and selects suppliers based on their ability to supply products and services in accordance with the organizations requirements. Criteria for selection, evaluation and re-evaluation are established.

Any process performed by a third party is considered an “outsourced process” and must be controlled.

The type and extent of control to be applied to the outsourced process take into consideration:

a) The potential impact of the outsources process on the company’s capability to provide product that conforms to requirements.
b) The degree to which the control for the process is shared.
c) The capability of achieving the necessary control through the purchasing contract requirements.

Purchases are made via the release of formal purchase orders which clearly describes what is being purchased and CFA requirements. Received products or services are then verified against requirements to ensure satisfaction of requirements. Suppliers who do not provide conforming products or services may be requested to conduct formal corrective action.

These activities are further defined in:
Proc 7.4.1 - Purchasing Procedure,
Proc 7.4.1.2 - Supplier Qualification Procedure,
Proc 7.4.3.1 - Receiving Procedure,
Proc 7.4.3.2 - Receiving Inspection Procedure, and
Proc 7.4.3.3 - Dock to Stock Procedure.

8.5. Production and Service Provision

8.5.1. Control of Production and Service Provision

Production and service operations are carried out under controlled conditions. Controlled conditions include:

a) Availability of information that specifies the characteristics of the product.
b) Availability of work instructions, where appropriate.
c) The appointment of competent persons, including any required qualifications.
d) The use of suitable infrastructure and environment.
e) Use and maintenance of suitable equipment.
f) The use of measuring and monitoring devices, where appropriate.
g) Implementation of monitoring and measurement activities.
h) The implementation of actions to prevent human error.
i) The validation and revalidation of special processes, if applicable.
j) Implementation of defined processes for release, delivery and applicable post-delivery activities.

At this time, CFA does not utilize any in-house “special processes” where the result of the process cannot be verified by subsequent monitoring or measurement.

8.5.2. Identification and Traceability

Products are identified by suitable means throughout operations. The product status is identified with respect to measurement and monitoring requirements. Where traceability is a requirement, the unique identification of the product is controlled and recorded.

The documented procedure for identification and traceability is:
Proc 7.5.3 – Product Identification and Traceability Procedure.

8.5.3. Property Belonging to Customer or External Providers

CFA shall exercise care with customer property while it is under our care. We identify, verify, protect and maintain customer property provided for service and/or repair. Occurrence of lost, damaged, or otherwise nonconforming customer property shall be recorded and reported to the customer immediately.

CFA does not utilize customer intellectual property.

8.5.4. Preservation

The conformity of product is preserved during internal processing and final delivery to the intended destination.

Preservation of product includes storage, handling, packaging, and shipping of product.

These requirements are documented in is:
Proc 7.5.3 – Product Identification and Traceability Procedure,
Proc 7.5.5 - Electrostatic Discharge Guidelines,
Proc 7.5.5.1 - Inventory Management Procedure, and
Proc 7.5.5.2 - Shipping Procedure.

8.5.5. Post- Delivery Activities

CFA conducts the following activities which are considered “post-delivery” activities as a service to our customers:

- Technical Support
- Return Material Authorization

Post-delivery activities are conducted in compliance with the management system. In determining the extent of the post-delivery activities that are required, CFA considers:

a) Statutory and regulatory requirements
b) The potential undesired consequences associated with use of CFA products
c) The nature, use and intended lifetime of its products
d) Customer expectations
e) Customer feedback

8.5.6. Control of Changes

CFA reviews and controls both planned and unplanned changes to processes to the extent necessary to ensure continuing conformity with all requirements.

Process change management is defined in the **Proc 6.3 – Change Management Procedure.** Documents are changed in accordance with **Proc 4.2.3.2 – Procedure for Document Change and Control**.

8.6. Release of Products and Services

Acceptance criteria for products are defined in appropriate subordinate documentation. Reviews, inspections and tests are conducted at appropriate stages to verify the requirements have been met. This is done before products are released.

All production product is 100% tested and inspected prior to release per applicable Work Instructions.

8.7. Control of Nonconforming Outputs

CFA ensures that products or other process outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

The controls for such non-conformances are defined in **Proc 8.7 – Procedure for Control of Nonconforming Material**.

9.0 Performance Evaluation

9.1. Monitoring, Measurement, Analysis, and Evaluation

9.1.1. General

CFA has determined which aspects of its quality management system must be monitored and measured, as well as the methods to utilize and records to maintain within this Business Management Systems Manual and subordinate documentation.

Monitoring and measurement of the processes, as defined in section 4.4, ensure that the top management evaluates the performance and effectiveness of the management system itself.

9.1.2. Customer Satisfaction

As one of the measurements of the performance of the management system, CFA monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information include reviews of:

- Customer satisfaction feedback on RT tickets and emails
- Customer corrective actions
- Return material authorizations
- On time delivery
- Customer scorecards

9.1.3. Analysis and Evaluation

CFA analyzes and evaluates the data and information arising from monitoring and measurement in order to evaluate

- Conformity of product;
- The degree of customer satisfaction;
- The performance and effectiveness of the business management system;
- If planning has been implemented effectively;
- The effectiveness of the actions taken to address risks and opportunities;
- The performance of external providers; and
- The need for improvements to the business management system.

Methods to analyze data may include standard based statistical techniques.

9.2. Internal Audit

CFA conducts internal audits at planned intervals to determine whether the management system conforms to contractual and regulatory requirements, to the requirements of ISO 9001, and to management system requirements. Audits also seek to ensure that the management system has been effectively implemented and maintained.

These activities are defined in the document **Proc 8.2.2 – Internal Audit Procedure**.

9.3. Management Review

9.3.1. General

The Business Management System is to be reviewed at least annually. More frequent sub reviews shall be made as determined necessary by operational conditions or quality process failures. The purpose of the Annual Review is to objectively analyze the effectiveness and continued suitability of the program, to initiate corrective action as appropriate, and ensure continued alignment with the strategic direction to establish and/or maintain:

- Crystalfontz America, Inc. quality policy and objectives
- Customer expectations and contractual obligations
- ISO 9001: 2015 quality assurance standards
- Product approval programs and requirements
- Opportunities for improvement

The annual review is to be coordinated by the Management Representative and attended by executive management responsible for the Business Management System.
These activities are defined in **Proc 5.6 – Management Review Procedure**.

9.3.2. Review Input

The specific input to be reviewed at the various management review meetings includes, but is not limited to, the following:

- Follow-up actions from earlier management reviews.
- Changes in external and internal issues that could affect the Business Management System.
- Customer complaints/feedback.
- The extent to which quality objectives have been met.
- Comprehensive review of quality audits.
- Process performance and product conformance.
- Monitoring and measurement results.
- Nonconformities and corrective actions.
- The performance of external providers.
- Adequacy of resources.
- The effectiveness of actions taken to address risks and opportunities.
- Opportunities for improvement.

9.3.3. Review Output

The findings and decisions of the review meetings are to be documented and circulated to all members of the review team. Review output shall include decisions and actions related to:

- Opportunities for improvement.
- Any need for changes to the business management system.
- Resources needed.

Records from the management reviews shall be maintained.

10.0 Improvement

10.1.General

CFA determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction.

These shall include:

a) Improving products and services to meet requirements as well as to address future needs and expectations.
b) Correcting, preventing or reducing undesired effects.
c) Improving the performance and effectiveness of the business management system.

These activities are in **Proc 8.5.1 – Continual Improvement Procedure**.

10.2.Nonconformity and Corrective Action

Documented procedures are in place to identify and isolate nonconforming products, including those returned from a Customer, to prevent their inadvertent use or delivery.

CFA ensures that nonconforming product is reviewed in accordance with documented procedures to determine how the product should be used.

Responsibility for disposition of nonconforming product is defined and, when required, the customer is contacted for advisement. Repaired or reworked product is re-inspected.

CFA takes corrective action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective action taken is appropriate to the impact of the problems encountered.

Documented procedures define requirements for:

- Identifying and reviewing nonconformities (including customer complaints).
- Determining the cause of nonconformities (including supplier caused).
- Determining if similar nonconformities exist, or could potentially occur.
- Evaluating the need for actions to ensure the nonconformities do not recur.
- Determining and implementing the corrective action needed.
- Update risks and opportunities determined during planning, if necessary.
- Recording the nature of the nonconformities and any subsequent actions taken.
- Reviewing effectiveness of the corrective action taken.

These activities are defined in the documents **Proc 8.3 – Procedure for Control of Nonconforming Material** and **Proc 8.5.2 – Corrective Action Procedure**.

10.3.Continual Improvement

CFA works to continually improve the suitability, adequacy and effectiveness of the business management system through the process effectiveness reviews that are part of the Management Review structure. This includes seeking opportunities for improvement.

Appendix A: Overall Process Sequence and Interaction