



Quality Policy Manual

Revision History

Introduction: The following table identifies approved revisions to the policies contained in this Manual. Grant Industrial Controls, Inc.'s Management Representative or VP/General Manager approves revisions.

#	Revision	Issue Date	Approved by
1	Revised ISO Standard, 4 th Edition, ISO 9001:2008	11/15/08	<i>Rob Dominick</i>
0	Initial Release per ISO 9001:2000 standard	2/8/07	<i>Rob Dominick</i>

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1.0 Introduction and Authorization

Purpose 1.1	The Grant Industrial Controls, Inc. Quality Manual documents the systematic requirements and principles by which we carry out our mission. This Quality Manual is consistent with our Quality Policy. It assigns responsibilities and sets up authority for policy management. The policy and principles set forth in this Manual, and the supporting documents of the supporting functions assure we consistently meet our customers' expectations and requirements with the goal of enhancing customer satisfaction.
Scope 1.2	The scope of this Quality Manual encompasses "Grant Industrial Controls, Inc." or "GRANT INDUSTRIAL CONTROLS, INC." refers to the facilities of Grant Industrial Controls, Inc. Inc. that operates at the Pittsburgh, Pennsylvania facility located in the Park West Industrial Park as well as the Erie, Pennsylvania facility located in the Grandview Industrial Park. GRANT INDUSTRIAL CONTROLS, INC. manufactures pre-engineered industrial control panels and assemblies for customers that include other OEMs', end users, integrators and engineering concerns. We manufacture products to customer requirements and as such do not design products. Therefore, we have excluded section 7.3, Design and Development.
Contents 1.3	This Manual describes quality responsibilities and policies consistent with International Standard, ISO 9001:2008 and American National Standard, ANSI/ISO/ASQ Q9001-2008.
Implementing Procedures 1.4	Grant Industrial Controls, Inc. has developed and maintains a Quality Management System and has implemented procedures consistent with the requirements of ISO 9001:2008.
Reviews and Updates 1.5	Grant Industrial Controls, Inc. reviews this Manual as part of internal audits and updates it as necessary to ensure conformance to ISO 9001:2008 and Grant Industrial Controls, Inc. policies.
Distribution 1.6	The Quality Manager controls distribution of this document in its most current edition. Uncontrolled copies of this document are available to our customers upon request.
Authorization 1.7	The Quality Management System defined by the policies contained in this Manual is authorized for implementation by:

Bill Small, VP/General Manager

Bill Small, 11/15/08

2.0 Quality Policy for Grant Industrial Controls, Inc. Inc.

Quality Policy 2.1	Achieve customer satisfaction and meet requirements through continuous improvements of the Quality Management System.
Quality Objective 2.2	Our objective is to fully understand the customers' intended use in their environment and to continually improve internal processes in order to provide product, process and service performance that surpasses customer expectations and increases customer satisfaction.
Quality Management System 2.3	GRANT INDUSTRIAL CONTROLS, INC. applies the standards of ISO 9001:2008 in the conduct of its operations and quality management. GRANT INDUSTRIAL CONTROLS, INC. maintains a compliant system in accordance with these requirements. The details of the GRANT INDUSTRIAL CONTROLS, INC. Quality Management System are contained in this Manual.

3.0 Mission

Mission 3.1

MISSION STATEMENT

At GRANT INDUSTRIAL CONTROLS, INC. we are committed to your total satisfaction. From quality control to delivery concerns, our business is driven by our core competencies of manufacturing the highest quality in pre-engineered control panels.

- **Quality starts here.** Our greatest strength is our people. As a service industry, we have earned a reputation for quality and performance. As a specialty manufacturer we know how critical it is to be flexible, and to respond to a new or changing situation, whether it is a customer's need or market situation.
- **We act not as competition** but rather as an extension to engineering companies, integrators, and distributors. Ideally, Grant Industrial Controls, Inc. coordinates the entire manufacturing of the control panel or assemblies. From purchasing the components and expediting the delivery of numerous suppliers, to assembly, testing, and shipment of the finished product.
- **We will manufacture projects** from your complete set of pre-engineered drawings and specifications. Or from hand sketches and verbal information provided on the fly, with formal AutoCAD drawings furnished by Grant Industrial Controls, Inc. if desired.
- **As we continue to grow our business** we hope to have our customers understand the long-term possibilities involved with having a partnership with Grant Industrial Controls, Inc. Suppliers use quality and customer satisfaction all too frequently in today's world. At GRANT INDUSTRIAL CONTROLS, INC. we feel our quality is unequaled and can be substantiated by our Total Quality Management System and the long-term relationships that we have with our customer base.

4.0 Quality Management System

General Requirements 4.1

GRANT INDUSTRIAL CONTROLS, INC. has established, documented, implemented and maintains a Quality Management System and continually improves its effectiveness in accordance with the requirements of this Manual. GRANT INDUSTRIAL CONTROLS, INC. has:

- Identified the processes needed for the Quality Management System and their application throughout the organization,
- Determined the sequence and interaction of these processes,
- Determined criteria and methods needed to ensure that both the operation and control of these processes are effective,
- Ensures the availability of resources and information necessary to support the operation and monitoring of these processes,
- Monitors, measures and analyzes these processes, and
- Implements actions necessary to achieve planned results and continual improvement of these processes.

These processes are managed by GRANT INDUSTRIAL CONTROLS, INC. in accordance with the requirements of this Manual. The sequence and interaction of these processes are shown in the Quality Management System Flow Chart and the Process Flow Chart in Appendices A & B and the procedures that document the system. Where GRANT INDUSTRIAL CONTROLS, INC. chooses to outsource any process that affects product conformity with requirements, the organization ensures control over such processes. Control of such outsourced processes is identified within the Quality Management System.

Documentation Requirements 4.2

General 4.2.1

The Quality Management System documentation established by GRANT INDUSTRIAL CONTROLS, INC. includes:

- Documented statements of quality policy and quality objectives that are reviewed as part of management reviews.
- This Quality Manual,
- Documented procedures required by this Manual,
- Documents needed by the organization to ensure the effective planning, operation and control of its processes, and
- Records required by this Manual and Quality Management System documentation.

The Quality Management System integrates the following documents at the indicated levels:

I. **Quality Manual** – Defines the scope and the policies from which the implementing Quality Management System documents are developed.

II. **Procedures/Processes** – Implement processes for support and production of products. Procedures/Processes provide for consistency and control of processes.

III. **Work Instructions** – Created as needed when further detail is required for a particular activity or process or to define customer requirements.

IV. **Records** – Forms and supporting documentation that demonstrate the effective operation of the Quality Management System.

Grant Industrial Controls, Inc.'s Quality Management System, (QMS) has been established to ensure the effective implementation of systems and programs that operate with the explicit purpose of meeting established requirements and successfully implementing our Quality Policy. To achieve the organization's Quality Policy, management actively participates in effectively implementing the QMS. Controls are incorporated into the organization's practices and processes to ensure the fulfillment of quality objectives.

Quality Manual
4.2.2

This Quality Manual is established and maintained by GRANT INDUSTRIAL CONTROLS, INC. and includes:

- The scope of the Quality Management System of GRANT INDUSTRIAL CONTROLS, INC. is defined in section 1.2 along with justification for exclusions.
- Reference to the documented procedures established for the Quality Management System, and
- A description of the sequence and interaction of the QMS processes in the Process Flow Charts, Quality Manual, and the documented procedures within the Quality Management System.
- GRANT INDUSTRIAL CONTROLS, INC. has prepared this Quality Manual (QM), Procedures, Work Instructions and Quality Records to cover the requirements of ISO 9001:2008.

Control of Documents
4.2.3

Documents required by the Quality Management System are controlled. Records are a special type of document and are controlled according to the requirements specified in section 4.2.4. A documented procedure has been established to define the controls needed to:

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

The document control process describes the process for controlling Quality Management System (QMS) documentation and other documentation necessary to execute QMS processes. QMS documentation is approved, issued, changed and controlled by the functional organization that is the process owner of the document in accordance with this process. Control of Quality System Documents and Data are described in the following process:

- **Procedure 8.0 Document Control**

Control of Records
4.2.4

Records are established and maintained to provide evidence of conformity to requirements and of the effective operation of the Quality Management System. Records remain legible, readily identifiable and retrievable. A documented procedure has been established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records. The record control process defines the process for identification, storage, protection, retrieval, retention time and disposition of records. Records, generated in accordance with the requirements of the QMS are identified and created by individual functional areas. These records are identified in applicable QMS documentation. Records are stored within the identified functional areas and maintained in such a way that they are legible, readily identifiable and retrievable when requested. Records may be in various formats (e.g. paper, electronic, floppy disk, etc.) and are stored in an environment to prevent loss, damage or deterioration. Electronic QMS records are regularly backed up. When agreed contractually, QMS records will be made available for evaluation by the customer or the customer's representative for the period specified in the applicable QMS document.

- **Procedure 11.0 Control of Quality Records**

5.0 Management Responsibility

Management Commitment
5.1

GRANT INDUSTRIAL CONTROLS, INC. management provides evidence of its commitment to the development and implementation of the Quality Management System and continually improving its effectiveness by:

- Communicating to the organization the importance of meeting customer as well as any statutory and regulatory requirements,
- Establishing the quality policy,
- Ensuring that quality objectives are established,
- Conducting management reviews, and
- Ensuring the availability of resources.

Customer Focus
5.2

GRANT INDUSTRIAL CONTROLS, INC. management ensures that customer requirements are determined and are met with the aim of enhancing customer satisfaction.

The Customer Service Representative reviews and communicates all customer requirements during the contract review process to ensure that customer satisfaction can be obtained

Quality Policy
5.3

The GRANT INDUSTRIAL CONTROLS, INC. Quality Policy and Mission stated in Sections 2 and 3 of this Manual establishes the commitment to customers and the ISO 9001:2008 standard. GRANT INDUSTRIAL CONTROLS, INC. management ensures that each employee understands and carries out the Quality Policy through implementation of the Quality Management System. GRANT INDUSTRIAL CONTROLS, INC. management ensures that the quality policy:

- Is appropriate to the purpose of the organization,
- Includes a commitment to comply with requirements and continually improve the effectiveness of the Quality Management System,
- Provides a framework for establishing and reviewing quality objectives,

- Is communicated and understood within the organization, and
 - Is reviewed for continuing suitability annually in management reviews.
-

Planning

5.4

Quality Objectives 5.4.1

GRANT INDUSTRIAL CONTROLS, INC. management ensures that quality objectives, including those needed to meet requirements for product, are established at relevant functions and levels within the organization. The quality objectives are measurable and consistent with the quality policy. Yearly, management determines metrics and goals for the appropriate QMS processes and the responsibility for their measurement. These are regularly reviewed as a basis for continual improvement and improving customer satisfaction.

Quality Objectives:

- a) Increase customer satisfaction as measured by customer satisfaction surveys
- b) Decrease waste
- c) Reduce customer returns

Quality Management System Planning 5.4.2

GRANT INDUSTRIAL CONTROLS, INC. management ensures that:

- The planning of the Quality Management System is carried out in order to meet the requirements specified in section 1, as well as the quality objectives, and
- The integrity of the Quality Management System is maintained when changes to the Quality Management System are planned and implemented.

Quality planning has been performed to create this system by management and is reviewed and updated in management reviews.

Responsibility, Authority and Communication 5.5

Responsibility and Authority 5.5.1

GRANT INDUSTRIAL CONTROLS, INC. management ensures that responsibilities and authorities are defined, documented and communicated within the organization. Additional responsibilities are defined in the QMS procedures. The following table identifies the quality responsibilities of all employees:

Person/Function	Responsibility
VP/General Manager	<ul style="list-style-type: none"> • Appoints the organization's Management Representative. • Establishes processes and functions in the organization and provides resources. • Establishes the Quality Policy and Objectives.
Management Representative	<ul style="list-style-type: none"> • Coordinates and maintains the Quality Management System. • Facilitates GRANT INDUSTRIAL CONTROLS, INC.'s process improvements as identified by the organization. • Ensures the implementation and maintenance of the organization's Quality Management System as described by this Manual. • Reports the Quality Management System performance to organization management and recommends improvements to the system.
GRANT INDUSTRIAL CONTROLS, INC. Management	<ul style="list-style-type: none"> • Defines and documents the duties, authority and relationship of personnel who manage, perform and assess work-affecting quality. • Establishes, documents and maintains organization procedures implementing the requirements of the Quality Manual. • Assesses the quality of work performed and ensures established quality standards are met.
GRANT INDUSTRIAL CONTROLS, INC. Employees	<ul style="list-style-type: none"> • Carry out the Quality Policy through dedicated implementation of the Quality Management System. • Recommend changes/improvements.

Management Representative
5.5.2

The VP/General Manager has appointed the Quality Coordinator who, irrespective of other responsibilities, has responsibility and authority that includes:

- Ensuring that processes needed for the Quality Management System are established, implemented and maintained,
- Reporting to GRANT INDUSTRIAL CONTROLS, INC. management on the performance of the Quality Management System and any need for improvement, and
- Ensuring the promotion of awareness of customer requirements throughout the organization.

**Internal
Communication
5.5.3**

GRANT INDUSTRIAL CONTROLS, INC. management ensures that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the Quality Management System. The methods used by management to ensure communication of the Quality Policy, Quality Objectives, effectiveness of the QMS and accomplishments throughout the organization are through periodic plant meetings and bulletin board posting of information.

**Management
Review
General
5.6.1**

GRANT INDUSTRIAL CONTROLS, INC. management reviews the organization's Quality Management System, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the Quality Management System, including the quality policy and quality objectives. The Management Representative maintains formal records of these reviews.

**Review Input
5.6.2**

The input to the management review includes information on the following:

- Results of audits,
- Customer feedback,
- Process performance and product conformity,
- Status of preventive and corrective actions,
- Follow-up actions from previous management reviews,
- Changes that could affect the Quality Management System, and
- Recommendations for improvement.

The Management Review Process establishes the criteria for Management Review used to ensure the continuing suitability, adequacy and effectiveness of the Quality Management System (QMS).

**Review Output
5.6.3**

The output from the management review includes any decisions and actions related to the following:

- Improvement of the effectiveness of the Quality Management System and its processes,
- Improvement of product related to customer requirements, and
- Resource needs.

The Management Review Process defined in procedure **7.0 Management Review**, defines the Management Review process used to ensure the continuing suitability, adequacy and effectiveness of the Quality Management System (QMS).

6.0 Resource Management

Provision of Resources 6.1

GRANT INDUSTRIAL CONTROLS, INC. determines and provides the resources needed:

- To implement and maintain the Quality Management System and continually improve its effectiveness, and
 - To enhance customer satisfaction by meeting customer requirements.
-

Human Resources 6.2

General 6.2.1

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

Competence, Awareness and Training 6.2.2

GRANT INDUSTRIAL CONTROLS, INC. management:

- Determines the necessary competence for personnel performing work affecting product quality,
- Provides training or takes other actions to satisfy these needs,
- Evaluates the effectiveness of the actions taken,
- Ensures 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
- Maintains appropriate records of education, training, skills and experience.

The Training Process defined in **Procedure 13.0 Training** ensures that training and development requirements are identified, and training records are documented for GRANT INDUSTRIAL CONTROLS, INC. employees. Managers are responsible for identifying training required of their employees to enable them to perform their jobs, and ensuring that employees are offered required training, if so identified.

Infrastructure 6.3

GRANT INDUSTRIAL CONTROLS, INC. determines, provides and maintains the infrastructure needed to achieve conformity to product requirements. Infrastructure includes, as applicable

- Buildings, workspace and associated utilities,
- Process equipment (both hardware and software), and
- Supporting services (such as transport or communication).

Maintenance of equipment is performed and recorded by operators via maintenance sheets either on a daily, weekly, or monthly basis as needed. Reference **Procedure 3.0 Production Process**.

Work Environment 6.4

GRANT INDUSTRIAL CONTROLS, INC. management determines and manages the work environment needed to achieve conformity to product requirements. GRANT INDUSTRIAL CONTROLS, INC. determines and provides the infrastructure and work environment needed to satisfy contractual requirements and enhance customer satisfaction, and also ensure adequate resources are provided to implement and maintain the Quality Management System (QMS) system.

7.0 Product Realization

Planning of Product Realization 7.1

GRANT INDUSTRIAL CONTROLS, INC. plans and develops the processes needed for product realization. Planning of product realization is consistent with the requirements of the other processes of the Quality Management System. In planning product realization, GRANT INDUSTRIAL CONTROLS, INC. determines the following, as appropriate:

- Quality objectives and requirements for the product;
 - The need to establish processes, documents, and provide resources specific to the product;
 - Required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance;
 - Records needed to provide evidence that the realization processes and resulting product meet requirements.
- **Procedure 2.0 Production Planning and Purchasing Process**
 - **Procedure 3.0 Production Process.**

Customer-Related Processes

7.2 Determination of Requirements Related to the Product 7.2.1

GRANT INDUSTRIAL CONTROLS, INC. determines:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities,
- Requirements not stated by the customer but necessary for specified or intended use, where known,
- Statutory and regulatory requirements related to the product, and
- Any additional requirements determined by the organization.

As part of the contract review, orders are reviewed to ensure compliance with customer requirements, whether written or verbal.

7.2.2 Review of Requirements Related to the Product

The requirements related to the product are reviewed. This review is 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 ensures that:

- Product requirements are defined,
- Contract or order requirements differing from those previously expressed are resolved, and
- The organization has the ability to meet the defined requirements.

Records of the results of the review and actions arising from the review are maintained.

Where the customer provides no documented statement of requirement, the customer

requirements are confirmed by the organization before acceptance.

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

Documents to be reviewed in compliance with the Order Entry Process include contracts, orders and any amendments related thereto, whether written or verbal. Contract review approval records are identified and maintained in accordance with the Quality Records process.

**Customer
Communication
7.2.3**

GRANT INDUSTRIAL CONTROLS, INC. determines and implements effective arrangements for communicating with customers in relation to:

- Product information,
- Enquiries, contracts or order handling, including amendments, and
- Customer feedback, including customer complaints.

Customer Service and Sales are responsible for communicating product information to the customer. GRANT INDUSTRIAL CONTROLS, INC. ensures that any mutually agreed changes are made to the order is documented and that customer feedback and complaints are resolved.

- **Procedure 1.0 Order Entry**

**Design and
Development
7.3**

We are not responsible for any design and development activities. Thus, this section of the standard is excluded.

**Purchasing
7.4
Purchasing
Process
7.4.1**

GRANT INDUSTRIAL CONTROLS, INC. ensures that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product is dependent upon the effect of the purchased product on subsequent product realization or the final product. GRANT INDUSTRIAL CONTROLS, INC. evaluates and selects suppliers based on their ability to supply product in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established. Records of the results of evaluations and any necessary actions arising from the evaluation are maintained. Suppliers providing services affecting quality (i.e. calibration services) are also evaluated. The Quality Manager maintains records of approved suppliers. The Quality Manager reviews supplier records and performance data is evaluated on an annual basis.

**Purchasing
Information
7.4.2**

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

- Requirements for approval of product, procedures, processes and equipment,
- Requirements for qualification of personnel, and
- Quality Management System requirements.

Purchasing ensures the adequacy of specified purchase requirements prior to their communication to the supplier per procedure **2.0 Production Planning and Purchasing**.

Verification of Purchased Product
7.4.3

GRANT INDUSTRIAL CONTROLS, INC. establishes and implements the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements. Where the organization or its customer intends to perform verification at the supplier's premises, Purchasing shall state the intended verification arrangements and method of product release in the purchasing information.

The receiving inspection process is defined in procedure **5.0 Shipping, Receiving, Warehouse Process, and 4.0 Quality Control Process** and establishes the methods of acceptance and defines the type and extent of supplier controls for the verification of purchased materials.

Production and Service Provision
7.5

Control of Production and Service Provision
7.5.1

GRANT INDUSTRIAL CONTROLS, INC. plans and carries out production under controlled conditions as outlined in procedure

3.0 Production Process.

Controlled conditions include, as applicable:

- The availability of information that describes the characteristics of the product,
- The availability of work instructions, as necessary,
- The use of suitable equipment,
- The availability and use of monitoring and measuring devices,
- The implementation of monitoring and measurement, and
- The implementation of release, delivery and post-delivery activities.

Validation of Processes for Production and Service Provision
7.5.2

GRANT INDUSTRIAL CONTROLS, INC. validates any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement. Validation demonstrates the ability of these processes to achieve planned results prior to beginning full production. GRANT INDUSTRIAL CONTROLS, INC. has established arrangements for these processes including, as applicable:

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

Identification and Traceability
7.5.3

GRANT INDUSTRIAL CONTROLS, INC. has established and maintains documented procedures for unique identification of individual products, where required, throughout product realization production and delivery. Item description, order number and date of manufacture identify all in-process products. Traceability for in-process and finished goods is maintained through the manufacturing order.

GRANT INDUSTRIAL CONTROLS, INC. identifies the product status with respect to monitoring and measurement requirements per procedures. **3.0 Production Process, 4.0 Quality Process, and 6.0 Nonconforming Products Process.**

Customer

If any Customer property is incorporated into the Quality System, GRANT INDUSTRIAL

**Property
7.5.4**

CONTROLS, INC. will exercise care with customer property while it is under GRANT INDUSTRIAL CONTROLS, INC.'s control or being used by GRANT INDUSTRIAL CONTROLS, INC.. GRANT INDUSTRIAL CONTROLS, INC. identifies, verifies, protects and safeguards customer property provided for use or incorporation into the product. If any customer property is lost, damaged or otherwise found to be unsuitable for use, it will be reported to the customer and records maintained.

**Preservation
of Product
7.5.5**

GRANT INDUSTRIAL CONTROLS, INC. preserves the conformity of product during internal processing and delivery to the intended destination. This preservation includes identification, handling, packaging, storage and protection.

Preservation also applies to the constituent parts of a product. The processes are documented which describes the handling, storing, packaging, preservation and shipment of materials and product in accordance with contractual requirements. This process is intended to ensure the appropriate storage of materials while in GRANT INDUSTRIAL CONTROLS, INC. possession and the safe arrival of the acquired material at its final destination.

Received materials are stored and maintained in such a way as to prevent damage caused by human error, environmental conditions or improper storage. Materials are preserved and stored in accordance with requirements. Storage areas are checked to see that no deterioration has occurred.

Where special equipment to prevent damage must be utilized, special training is provided where necessary. Product is packaged in accordance with standard or customer requirements in order to prevent damage during shipment and to ensure that packages are clearly marked for delivery.

Shipping documentation is prepared. Where required, chemical materials and product are protected and preserved according to shelf life as well as other applicable environmental conditions necessary for proper functioning of the material.

- **5.0 Shipping, Receiving, Warehouse Process**

**Control of
Monitoring
and
Measuring
Devices
7.6**

GRANT INDUSTRIAL CONTROLS, INC. has determined the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements. GRANT INDUSTRIAL CONTROLS, INC. has established 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 is:
 - Calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification is recorded;
 - Adjusted or re-adjusted as necessary;
 - Identified to enable the calibration status to be determined;
 - Safeguarded from adjustments that would invalidate the measurement result;
 - Protected from damage and deterioration during handling, maintenance and storage.

In addition, GRANT INDUSTRIAL CONTROLS, INC. assesses and records the validity of the

previous measuring results when the equipment is found not to conform to requirements and takes appropriate action on the equipment and any product affected. Records of the results of calibration and verification are maintained.

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

Procedure **12.0 Calibration Process** describes the process for the control, maintenance, verification and calibration of all measuring and test equipment or equipment used to control a process.

The status of all measuring and test equipment is controlled. Suitable environmental conditions are maintained for all calibrations being performed.

Continued suitability of software programs is ensured by revision and access control and verified prior to being used in production where applicable.

8 Measurements, Analysis and Improvement

General 8.1

GRANT INDUSTRIAL CONTROLS, INC. plans and implements the monitoring, measurement, analysis and improvement processes needed:

- To demonstrate conformity of the product,
- To ensure conformity of the Quality Management System, and
- To continually improve the effectiveness of the Quality Management System.

This includes determination of applicable methods, including statistical techniques, and the extent of their use. The Monitoring and Measurement of Product, Section 8.2.4 describes the process for inspection and testing activities that verify that the product meets specified requirements.

Monitoring and Measurement 8.2

Customer Satisfaction 8.2.1

As one of the measurements of the performance of the Quality Management System, GRANT INDUSTRIAL CONTROLS, INC. monitors information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information are determined by the organization. Customer feedback is collected in the form of customer meetings, and annual customer satisfaction surveys. Data is analyzed improve/enhance customer satisfaction and to identify opportunities for continual improvement.

**Internal Audit
8.2.2**

GRANT INDUSTRIAL CONTROLS, INC. conducts internal audits at planned intervals to determine whether the Quality Management System:

- Conforms to the planned arrangements, to the requirements of this Manual and to the Quality Management System requirements established by the organization, and
- Is effectively implemented and maintained.

The GRANT INDUSTRIAL CONTROLS, INC. audit program is planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods are defined. Selection of auditors and conduct of audits ensures objectivity and impartiality of the audit process. Auditors do not audit their own work.

The responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records are defined in procedure **9.0 Internal Audits**. The results of internal quality audits demonstrate the status/adequacy of the quality system and form a part of the management review activity. The management responsible for the area being audited ensures that actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results. Internal Quality Audit results form an integral part of management reviews.

**Monitoring and
Measurement
of Processes
8.2.3**

GRANT INDUSTRIAL CONTROLS, INC. applies suitable methods for monitoring and, where applicable, measurement of the Quality Management System processes. The metrics for processes are defined by management and tracked as part of management reviews per procedure **7.0 Management Review**. These metrics demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action is taken, as appropriate, to ensure conformity of the product.

**Monitoring and
Measurement
of
Product
8.2.4**

GRANT INDUSTRIAL CONTROLS, INC. monitors and measures the characteristics of the product to verify that product requirements have been met. This is carried out at appropriate stages of the product realization process in accordance with the planned arrangements. Evidence of conformity with the acceptance criteria is maintained. Records indicate the person(s) authorizing release of product. Product release and service delivery does not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the customer. The procedures below describe the processes for inspection and testing activities that verify that the product meets specified requirements.

- **3.0 Production Process**
- **4.0 Quality Control Process**
- **5.0 Shipping, Receiving, Warehouse Process**

**Control of
Nonconforming
Product
8.3**

GRANT INDUSTRIAL CONTROLS, INC. ensures 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 are defined in documented procedures. GRANT INDUSTRIAL CONTROLS, INC. deals with nonconforming product by one or more of the following ways:

- By taking action to eliminate the detected nonconformity;
- By authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the customer;

- 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, are maintained. When nonconforming product is corrected, it is subject to re-verification to demonstrate conformity to the requirements. When nonconforming product is detected after delivery or use has started, GRANT INDUSTRIAL CONTROLS, INC. takes action appropriate to the effects, or potential effects, of the nonconformity. The procedure referenced below defines the methodology for ensuring product that does not conform to specified requirements is prevented from unintended use.

- **6.0 Nonconforming Products Process**

Analysis of Data
8.4

GRANT INDUSTRIAL CONTROLS, INC. determines, collects and analyzes appropriate data to demonstrate the suitability and effectiveness of the Quality Management System and to evaluate where continual improvement of the effectiveness of the Quality Management System can be made. This includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to:

- Customer satisfaction,
- Conformity to product requirements,
- Characteristics and trends of processes and products including opportunities for preventive action, and
- Suppliers.

The Management Review Process, procedure **7.0 Management Review and 10.0 Corrective and Preventive Action** ensure the continuing suitability and effectiveness of the Quality Management System, and identify areas where continual improvement of the Quality Management System can be made.

Improvement
8.5
Continual Improvement
8.5.1

GRANT INDUSTRIAL CONTROLS, INC. continually improves 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. GRANT INDUSTRIAL CONTROLS, INC. Management, per procedure **7.0 Management Review**, assesses and determines opportunities for continual improvement to the QMS and to ensure the continuing suitability, adequacy and effectiveness of the Quality Management System (QMS).

**Corrective
Action
8.5.2**

GRANT INDUSTRIAL CONTROLS, INC. takes action to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. A documented procedure, **10.0 Corrective and Preventive Action** has been established to define requirements for:

- Reviewing nonconformities (including customer complaints),
- Determining the causes of nonconformities,
- Evaluating the need for action to ensure that nonconformities do not recur,
- Determining and implementing action needed,
- Records of the results of action taken, and
- Reviewing corrective action taken.

The Corrective and Preventive Action Process establishes the methods by which corrective and preventive action is requested, documented, investigated and tracked to completion within GRANT INDUSTRIAL CONTROLS, INC..

**Preventive
Action
8.5.3**

GRANT INDUSTRIAL CONTROLS, INC. determines action to eliminate the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of the potential problems. A documented procedure, **10.0 Corrective and Preventive Action** has been established to define requirements for:

- Determining potential nonconformities and their causes,
- Evaluating the need for action to prevent occurrence of nonconformities,
- Determining and implementing action needed,
- Records of results of action taken, and
- Reviewing preventive action taken.
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The **Corrective and Preventive Action Process** establishes the methods by which corrective and preventive action is requested, documented, investigated and tracked to completion within GRANT INDUSTRIAL CONTROLS, INC.. Preventive and process improvement actions may be initiated and implemented by anyone at any level, at any time. Corrective and preventive action results are summarized and reported, by the GRANT INDUSTRIAL CONTROLS, INC. Management Representative, during Management Reviews in accordance with the **7.0 Management Review** process.