



# QUALITY MANAGEMENT SYSTEM MANUAL



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VANCOUVER EDMONTON  
CALGARY WINNIPEG

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May 15, 2018

<b>THOMAS SKINNER &amp; SON LTD.</b>	REF / TITLE	
	<b>QUALITY MANAGEMENT SYSTEM MANUAL</b>	
	BY / APPROVAL ISO Team	REV / DATE ISSUED Rev 6 May 15, 2018

## **INTRODUCTION:**

Since 1904 our goal has been to be our Customers 'FIRST CHOICE' by being the best specialty supplier of cutting tools, precision measuring instruments and machine tools in our market. We have accomplished a lot since we opened and we look forward to serving the industrial metalworking and machine shop industry for years to come.

Long ago we agreed on a principle:

- Search the world for the very best products
- Price them fairly
- To sell them honestly

and never be content until we know our customers are completely satisfied. To achieve this goal the following principals have been adopted:

Continuous Improvement:	We are committed to achieving continuous improvement.
Customer Focus:	We are committed to understanding our customers' needs, meet their requirements and strive to exceed their expectations.
Engagement of people:	People are the essence of any good business.
Evidence-based decision making:	We are committed to making decisions following a risk-based approach and analyzing relevant data and information.
Leadership:	Senior Management is committed to creating and maintaining a working environment where people are fully involved in achieving our objectives.
Relationship Management:	Senior Management recognizes that an organization and the relationship it has with its interested parties are inter-dependent and that a mutually beneficial relationship enhances the ability of both.
System Management Approach:	A desired result is achieved more efficiently when activities and related resources are managed as a process or series of inter-connected processes.

Our Richmond and Edmonton branches are proudly ISO 9001 Certified. Richmond since September 2005 and Edmonton since September 2008. This Quality Management System Manual and the related Work Instructions support our System Management Process Model, our compliance with ISO 9001 and regulatory bodies (Worksafe and CSA).

**We are proud to be Western Canadian owned and operated.**

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**SCOPE:**

The scope of the Quality Management System (QMS) which covers all TSS branch locations and all employees, is to be a “Specialty supplier of cutting tools, precision measuring instruments, toolholders, abrasives, workholding, machine supplies and the supply and service of machine tools” and to be an innovative partner in our customers’ success.

**NORMATIVE REFERENCES:**

All information documented is understood and applied as defined in ISO 9001.

**TERMS AND DEFINITIONS:**

BMM	Benchmarks and Measurements
CA	Contract Administrator
CSQ	Customer Signed Quote
CSR	Customer Service Representatives
DM	Department Manager
EA	Executive Administrator
HM	Human Resources
IA	Internal Auditor
IT	Information Technology
JHSC	Joint Health and Safety Committee
MMR	Monthly Measurement Report
MTR	Machine Tool Sales Representatives
NCR	Nonconformance report
PA	Preventive action
PM	Purchasing Manager or Buyer
PS	Product Specialist
PT	Pick Ticket
QMS	Quality Management System Manual
RMA	Return Materials Authorization
SA	Service Administration Supervisor
SC	Service Coordinator
SDS	Safety Data Sheets
SM	Senior Management
SMPM	System Management Process Model
TM	Territory Managers
TSS	Thomas Skinner & Son (the organization)

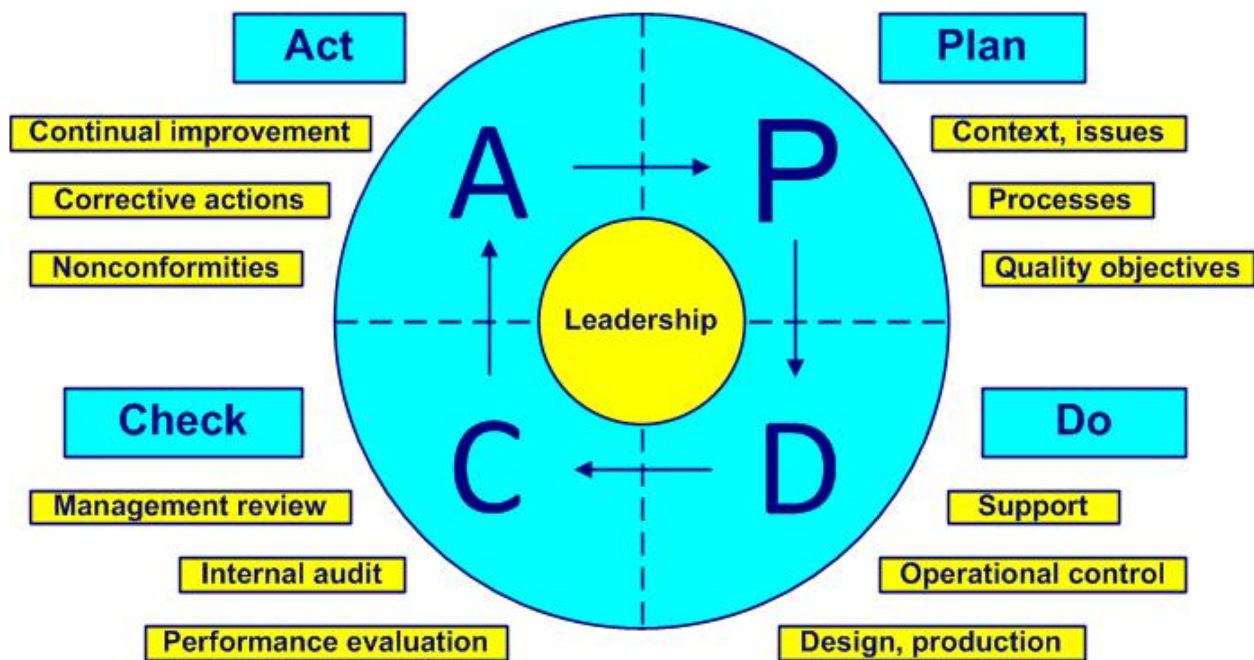
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WI	Work Instructions
WM	Warehouse Manager

**CONTEXT OF THE ORGANIZATION:**



To ensure the QMS is meeting the intended outcomes the following internal and external issues have been identified. Intended outcomes include continuous improvement, to ensure compliance to regulatory bodies and to ensure that we meet our own corporate objectives. These issues are monitored through BMM, Crystal reporting, MMR, System Reports and are reviewed at SM, DM, Departmental, Quarterly, ISO and JHSC meetings.

**Internal** (values, culture, knowledge and performance):

- Structure of TSS
- Reliable and qualified employees
- Capacity for product production
- Machinery and equipment
- Infrastructure
- Business performance
- Customer Satisfaction
- Continuous improvement to processes

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- Service level agreements with customers
- Organizational culture and behavior
- Corporate governance
- Computer hacking

**External** (legal, technical, competitive market, cultural, social, economic)

- Supply disruption
- Loss of key suppliers
- Technology shifts
- Competitive pressures
- Currency exchange rates
- Natural disasters

**Interested parties** of the QMS include: Customers, Suppliers, Employees, Owners, Regulators (Worksafe, CSA) and Insurers. Their relevant requirements and how TSS is proactively meeting them is reviewed at the annual SM meeting. The interested parties' requirements include:

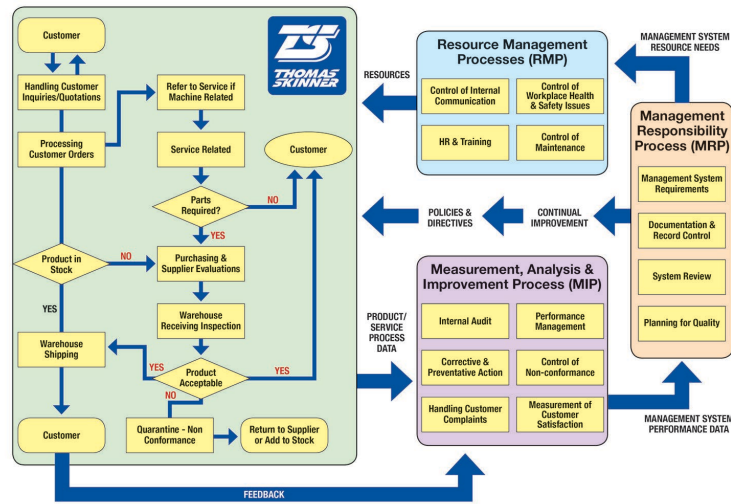
- customer requirements on quality, price, availability, and delivery
- contracts with customers and external providers
- industry codes and standards
- statutory and regulatory product requirements (Worksafe, Legal, Safety)
- orders issued by regulatory bodies
- policies for employees

A SMPM has been developed that identifies the critical processes and their interaction. It is from this document that BMMs and WIs have been established, implemented, maintained and reviewed for continual improvement and conformity of the QMS. The QMS, the individual WIs and the BMMs determine and define the related processes:

- the inputs and outputs required or expected;
- the sequence and interaction;
- criteria, methods and measurements, evaluation;
- the resources required;
- the risks and or opportunities and the appropriate actions required; see the Risk Register;
- any opportunities for improvement.

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System Management - Process Model



Version 1.000216

**LEADERSHIP:**

SM in conjunction with the ISO Team is responsible to create, implement, maintain and continually improve the effectiveness of the QMS. They lead by example by conforming to the QMS and all related documentation. SM communicates to the organization the importance of the QMS through the:

- Mission Statement;
- Quality Policy
- Benchmarks and Measurements
- Quarterly Branch Meetings;
- Management Meetings and Department Meetings;
- Quality Management System Manual
- Work Instructions;
- System Management Process Model;
- Supporting continuous improvement;
- Human resources and infrastructure;
- Job descriptions.

**CUSTOMER FOCUS:**

TSS's main objective is to meet customer requirements along with any applicable statutory and regulatory requirements. Considerable effort is made to determine the customer's requirements and to work to meet these requirements to the customer's complete satisfaction. The risks and opportunities affecting the conformity of our products and services have been identified on the Risk Register. These are reviewed during the Internal Audit process and the Risk Register is reviewed annually by the DM.

Methods of determining and maintaining focus on customer requirements and satisfaction include the following.

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- 1) **Sales Growth:** Sales results are monitored and analyzed by SM. Sales growth, consistent with market trends is deemed to be positive customer satisfaction. The PM responds to these figures by adjusting purchases accordingly.
- 2) **Service Levels:** The PM reviews the Service Level Report to determine that there is not only a sufficient quantity of inventory on hand to fulfill customer requirements, but also the right inventory on hand so we are able to fill the customer's order on the first pass.
- 3) **Survey Monkeys:** Information is gathered on an ongoing basis at various functions to gather insight to customer satisfaction on various issues. The results are reviewed by SM.
- 4) **Service:** The Service Follow-Up Survey provides information on the customer's perception on the efficiency and effectiveness of TSS's installation and repair of equipment and machine accessories.
- 5) **Sales Responsibilities:** MTRs and TMs visit or speak to our customers daily and can observe first-hand the product requirements of the customers. Often customers will discuss their satisfaction with TSS, both positive and negative with the MTR or TM. Noteworthy comments are passed back to the appropriate department.
- 6) **Shipping:** Every effort is made by the CSR and the WM to ensure that the customers receive their orders by the required date.
- 7) **Aging Report:** Indicates the length of time a service job has been open. When a job is older than four weeks the priority for that job is elevated in an effort to complete the service required as quick as possible.

#### **QUALITY POLICY:**

TSS has established a QMS in accordance with the requirements of the ISO 9001:2015 Standard. The Registrar is responsible to advise updates to the Standard.

Our Mission Statement documents our Vision, our Mission and our Values and is the core of our Quality Policy. SM performs an annual review of the wording on the Mission Statement and the BMM to ensure that TSS continues to focus on the customer's needs and expectations. Our Mission Statement is measured proactively through our BMM and reactively through our NCR and RMA processes.

It is the policy of TSS to be an innovative partner in our customers' success by achieving the following four critical areas:

- Continuous Improvement;
- In-House technical expertise;
- Unequaled after-sales support;
- Provide "Best in Class" products and services.

#### **ORGANIZATIONAL ROLES, RESPONSIBILITIES AND AUTHORITIES:**

SM is responsible to ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within TSS. Methods of communication include job descriptions, performance reviews, organizational changes, WIs, BMMs and the Organizational chart.

Individual WIs and processes have been assigned Owners, generally the DM who is responsible to review to ensure that the processes are performing as intended and providing the desired outputs.

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The Internal Audit process is responsible to report on the performance of the QMS and the SMPM and provide risks or opportunities for improvement.

DMs are responsible to ensure that any changes to the QMS are planned, implemented, reviewed and any nonconformances are corrected in a timely manner. The DM is also responsible to ensure that the integrity of the QMS is maintained not jeopardized by any revisions or continuous improvements planned. In the event of an unplanned change to a process the DM will review the change and its' effect on the conformity to the process and to the WI. The DM will review of the change, the personnel who made the change and/or authorized the change and any necessary actions, such as updating the process or the WI or issuing an NCR.

**PLANNING FOR THE QMS TO ENSURE INTENDED OUTCOMES ARE MET:**

Risks and opportunities are defined in a number of ways: 1) Strategic Management, 2) Project based processes and 3) the Risk Register. When planning for the QMS the Owner will determine the risks and opportunities that must be addressed and to:

- ensure that the QMS can achieve its intended results;
- prevent or reduce negative effects;
- provide continuous improvement.

Actions to address these risks and opportunities include: avoiding risk, taking risk (in order to pursue an opportunity), eliminating the risk source or changing the outcome. These actions taken will be proportionate to the potential impact on the conformity of the products and services. They will be integrated and implemented into the QMS and the effectiveness of the actions will be subsequently evaluated. Any negative impact or resulting nonconformances to the QMS will be evaluated, documented on an NCR and the appropriate Corrective Action will be taken.

**QUALITY OBJECTIVES AND PLANNING TO ACHIEVE THEM:**

Measurements are distributed and reviewed monthly by all Management with the intent to address any problems or deficiencies and to identify trends that may negatively impact the QMS. The most current copies of the BMM are stored electronically with the Executive Assistant and posted in each department and in the Board Room.

**PLANNING OF CHANGES:** The QMS is reviewed at regularly held Management, Senior Management, ISO meetings and by Internal Audits to ensure continued achievement of the BMMs. Any deficiencies, gaps or continuous improvements that are discovered are discussed by Management. After reviewing the revision and determining the purpose and the consequence of the revision and the effect on the QMS the appropriate corrective action is determined and handled in a timely manner through the NCR process or by creating or amending a WI. The results of the corrective action will be evaluated at a subsequent ISO meeting.

**RESOURCES:**

TSS is responsible to determine and provide the resources required to implement, maintain and continually improve the QMS. Internally resources are reviewed for constraints and capabilities and external providers are reviewed for their capability in providing the required resource. Corporate resources are discussed at the Management meetings and the SM meetings to ensure that there are adequate resources available to meet the requirements of the QMS.

**PEOPLE – QUALIFICATIONS, RESPONSIBILITY AND AUTHORITY:**

The DMs are responsible to determine the qualifications and knowledge required for an employee to perform the processes required by the QMS and then hire a qualified person. TSS attempts to promote from within and on the

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job training or external training will be provided for any skill upgrades required. Current knowledge will be reviewed when a process is revised or a new process is implemented to determine if any necessary training will be required.

The employees are made aware of the relevance and importance of their responsibilities and their contribution to the achievement of the quality objectives through:

- Written Job Descriptions;
- Quality Policy;
- BMM;
- Department Meetings;
- Quarterly Branch Meetings;
- Discussions on Non-conformances;
- Internal Audits;
- Annual Performance Appraisals;
- Ongoing feedback and direction from the employee's Manager.

Employee Authority is documented in the:

- Organizational Chart;
- Work Instructions.

The competency of the employee is reviewed by observation, nonconformances, internal audits, training records and performance evaluations.

#### **COMPETENCE:**

The DMs, at their discretion may seek approval from SM to send an employee for external training to enhance an employee's ability to perform their duties. The employee or the DM submits a request for training and to have continuing education training costs refunded by completing the appropriate section on the Employee Training form. Training courses taken must be pre-approved by the DM and by a SM if time off from work is required or financial compensation is desired.

The effectiveness of the training is documented on the follow up section of the Employee Training Form by the DM. The Employee Training Record, along with all other appropriate records of education, skills and experience and performance evaluations is maintained in the employee files.

Product training is provided on an ongoing basis to all Technical and Sales Representatives and is also available as a corrective action to an employee nonconformity. In the event of a new product being offered by TSS, training is provided or literature is made available. New products are also discussed in departmental meetings.

#### **INFRASTRUCTURE:**

TSS provides adequate workstations, access to computers and any relevant computer software required for the employees to perform their duties.

Office equipment is maintained by the supplier of the equipment or another company deemed able to perform the service. The Information Technology Systems are maintained by the IT department. Everything related to the building is maintained and improved on an "as needed basis".

TSS provides and maintains a safe and clean working environment and conforms to the local Worksafe regulations. The Codes and Standards are accessed electronically on the Worksafe website when required. The JHSC is

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registered to receive emailed updates of the codes and standards. The JHSC conducts a branch safety inspection to ensure a high standard for the working environment. The inspection is conducted monthly in accordance with regulatory requirements for safety, environmental and compliance to the QMS. Records are kept on the Branch Safety Inspection form and are maintained by the JHSC for one year.

**MONITORING & MEASURING RESOURCES:**

All calibration is outsourced to a qualified calibration vendor.

**INTERNAL AND EXTERNAL COMMUNICATION:**

SM is responsible to determine what internal and external communications are relevant to the QMS and should be communicated to the related DMs. The DMs are responsible to communicate any relevant information downstream to the department's employees.

The following lists some methods of communication. This list is inclusive, however, is not exhaustive:

- Department meetings.
- Notice board.
- Quarterly branch meetings – attendance by all staff is expected.
- Management meetings – includes all department managers.
- ISO Meetings
- Electronic communication.
- Formal and informal discussions.

Internal communication includes reporting on:

- Customer satisfaction;
- Achievements of Benchmarks and Measurements;
- Results of Control of Nonconforming Product and RMAs;
- Significant changes to stock product;
- Employee social functions;
- Employee holiday schedule;
- Updated phone extension listings.

**DOCUMENTED INFORMATION:**

The IA is responsible for coordinating and controlling all QMS WIs and forms. Managers are responsible for meeting minutes and their BMMs.

**CONTROL OF RECORDS:**

The QMS is compiled of internal and external documentation. Following is an example of some of the documentation and the retention Disposition is accomplished by deleting the electronic records and by retrieving and destroying any hard copy records.

***Minutes of Management and Departmental Meetings:***

The minutes are clearly identified and dated as SM, Management, Departmental Meeting or ISO meeting minutes. All minutes are stored electronically and are protected by computer password and can be retrieved only by authorized

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personnel. The minutes are distributed by the Initiator, either electronically or by hand to the appropriate recipient. The minutes are retained for a minimum of 3 years.

**Monthly Measurement Report:**

MMRs are retained by the Executive Assistant. They are stored electronically and are retained for a minimum of 3 years. The records are protected by high level security passwords.

**Customer Quotations:**

Internal customer quotations are clearly marked as "Quotation" and are stored in the System and can be retrieved through inquiry. Only the System Administrator has the ability to delete a quotation. Quotations are retained for a minimum of 180 days. A month end clean-up is performed by the Accounting Department to purge the old quotations.

**Pick tickets and RMA Acknowledgments, Customer Signed Quotes:**

PTs and RMAs are clearly labeled as such. The PTs are batched daily and filed in date order. The RMA's are filed by month with the accounting files. The CSQs are filed in the machine files.

These documents are protected by restricted access to the accounting files and are retained for a minimum of 3 years. CSQs are attached to the completed machine packages and are retained for a minimum of 10 years.

**System Documents: Invoices, Purchase Orders, Inventory Returns:**

These documents are clearly labeled and are stored in the System and can be retrieved through inquiry. The records are protected by high level security passwords and each User is assigned a level based on their work requirements. The System is backed up nightly on a separate server. The CRA requirement is that records are retained for 6 years.

**ISO DOCUMENTATION: Nonconformance, Corrective and Preventive Action Reports, Audit Reports:**

These documents are filed electronically by the IA and the hard copy is filed by the control number retained with the accounting files for a minimum of 3 years. PAs are captured in various methods including: Email, meeting minutes and noted on Nonconformance reports. The method of capturing the PA determines the minimum time the information is retained.

**Training Records:**

Training records are retained by the Executive Assistant and are stored in the employee personnel files. These records are retained for duration of the employee's employment.

**OPERATIONAL PLANNING AND CONTROL:**

When new products are taken on, or new services are offered to our customers it is the responsibility of the DM to ensure that the related WI is reviewed and updated if required or to generate a new WI.

Any new processes introduced will be reviewed by the DM within 60 days after implementation to ensure that the output is as intended and there any not been a negative result on the QMS.

The PM is responsible to ensure that all DMs are made aware of forthcoming significant changes in product lines to allow for planning within their specific departments.

**CUSTOMER COMMUNICATION:**

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All Sales Representatives and SM have the responsibility and authority to provide product information to our customers. It is their responsibility to ensure that accurate information is provided and may look to the support of the PS or the Vendor if required.

Product information is provided to customers in a timely manner by either of the following methods:

- Telephone
- In Person
- Fax
- Electronically
- Product brochures, pamphlets or catalogues

All new or amended consumable product enquiries, contracts, orders or quotations are handled through Customer Service. Machine parts orders are handled by our Parts CSRs. Machine Orders are managed by the CA. TSS ensures that all product information is correct by ensuring that the literature is up to date and all outdated material is destroyed.

All customer quotations, orders and changes to orders are processed through the Customer Order WI. If the requested product is not available a contingency item will be offered.

***DETERMINATION OF REQUIREMENTS FOR PRODUCTS AND SERVICES:***

See Customer Order WI and Machine Shipping WI.

***REVIEW OF REQUIREMENTS RELATED TO PRODUCTS AND SERVICES:***

See Customer Order WI and Service Coordinator WI.

***DESIGN AND DEVELOPMENT OF PRODUCTS AND SERVICES:***

TSS designs and develops CNC applications and Vending Machine programs as a service to our customers. Each individual product or service that is developed must be documented throughout out the entire process. This process includes the following:

**The planning phase includes:**

- Nature, duration and complexity
- Any required process stages, including reviews
- Verification and validation activities
- Responsibilities and authorities
- Internal and external resources required
- Need for customer involvement
- Requirements for subsequent provisions
- Level of control expected by the customer

**The inputs phase:**

In determining the requirements, the following must be considered:

- Performance – functional and performance
- Consult any previous similar designs

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- Statutory or regulatory requirements
- Codes of practice TSS is committed to
- Potential consequence of failure

**Design and development controls:**

Internal controls are required to ensure that:

- The results to be achieved are defined
- Conduct reviews to determine the ability of the design to meet the requirement
- Verify the activities within the process to ensure that the design meets the input requirements
- Validate the activities to ensure that the resulting service meets the intended use
- Necessary action is taken on problems that occur during the review, verification or validation activities

**The outputs phase:**

- Ensure that the output meets the input requirements
- Are adequate for any subsequent processes
- References monitoring and measuring requirements as appropriate

**Design and development changes:**

To ensure there is no adverse effect on the conformity TSS will identify, review and control any changes made during or subsequently to the design.

**CONTROL OF EXTERNALLY PROVIDED PRODUCTS AND SERVICES (PURCHASING):**

Purchase requirements are determined as follows:

- Ongoing review of inventory stock levels;
- Stock items hitting their replenishment point;
- Non-stock purchases are initiated once entered into the System;
- A CSQ initiates the purchase of all equipment and accessories over \$7,500;
- Contact by a ST or completion of a Parts Order Form initiates the purchase of machine parts.

Once the purchase requirement is identified the purchase order is generated in the System. This form clearly indicates the:

- Purchase location;
- Buyer identification;
- Supplier identification number;
- Product quantity required;
- Description of the product;
- Shipping instructions;
- Unit of measure;
- Unit cost.

Purchase orders are only issued to Suppliers from the Approved Suppliers List. They are clear, concise and in some instances descriptive narrative may be required which is entered in the purchase notes or extended description. The

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purchase orders are submitted to the Supplier directly from the System by EDI, or by printing and faxing manually. The Purchase Orders are sequentially numbered and controlled in the System.

Purchases may be ordered for stock, a non-stock item or a direct shipment. With the exception of direct shipment, TSS does not out source any process or partial process.

**TYPE AND EXTENT OF CONTROL OF EXTERNAL PROVISION:**

**CONSUMABLES:**

See Inventory Stock Request WI.

**MAJOR EQUIPMENT:**

Major equipment is only purchased from established Suppliers and the following acceptable criteria must be met:

- Product quality
- Availability of spare parts
- Warranty terms
- Financial status of the Supplier
- Distribution policies
- Payment terms

In considering the purchase of major equipment SM will determine the suitability of the product and market potential in Western Canada, the cost of the machine and if an acceptable profit margin can be generated.

SM takes advantage of opportunities to view prospective major equipment at world-wide equipment trade shows and makes periodic visits to Supplier's factories.

**INFORMATION FOR EXTERNAL PROVIDERS:**

**STOCK PRODUCT AND SPECIAL ORDERS:**

See Receiving WI.

**CUSTOMER SUPPLIED PRODUCT:**

See Product and Parts Repairs WI

**MAJOR EQUIPMENT:**

For details see Machine Receiving WI.

**CONTROL OF PRODUCTION AND SERVICE PROVISION:**

See Bandsaw Blade WI and Service Call WI.

**IDENTIFICATION AND TRACEABILITY:**

In Richmond and Edmonton, inventory locations are tracked through Latitude. Latitude tracks locations for all items in "loads" or "locations". In Calgary and Winnipeg the System tracks the location.

Machines or machine accessories are considered major equipment and are products of high value and are tracked by serial number.

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**PROPERTY BELONGING TO CUSTOMERS OR EXTERNAL PROVIDERS:**

Customer supplied materials consists of product(s) that are sent in for repair or modification. Upon receipt the Receiving personnel are responsible to ensure that the product is correctly identified on a Receiving Control Slip.

Any loss or damage to the Customer's property while in the care of TSS is recorded on an NCR.

**PRESERVATION:**

See Receiving WI, Caged Parts WI, Decanting WI and Shipping WI.

**POST DELIVERY ACTIVITIES:**

See Customer Order WI, Decanting WI, Machine Shipping WI and Customer Satisfaction (9.2).

**CONTROL OF CHANGES:**

See Organization roles- Page 6

**RELEASE OF PRODUCTS AND SERVICES:**

See Receiving WI, Bandsaw Blade WI, Machine Receiving WI and Machine Shipping WI.

**CONTROL OF NONCONFORMING PROCESS OUTPUTS, PRODUCTS AND SERVICES:**

See Nonconformance WI.

**MONITORING, MEASUREMENT, ANALYSIS AND EVALUATION:**

**Conformity of Product:**

The conformity of product is monitored through the NCR or RMA WIs and all product returns are classified by a reason code. At each month end the returns for the month are tabulated by classification and these figures are included in the MMR.

The RMA statistic spreadsheet is produced by the Accounting designate and incorporated into the MMR. By comparing quarterly trends, the ISO Team determines if there is a return classification that is out of proportion and requires further attention. Appropriate Corrective Action is planned and implemented by either Management or the ISO Team.

**Effectiveness of the Quality Management System:**

All levels of Management strive to continually improve the effectiveness of the QMS by ensuring that all NCR's are reviewed and signed off, by reviewing all Customer Satisfaction survey results, MMRs and internal and external audits. Appropriate corrective or preventative Action is determined by Management or the ISO Team.

**CUSTOMER SATISFACTION:**

Customer satisfaction is a primary concern for TSS and will be achieved by delivering exceptional customer service through our knowledgeable and caring employees who will consult with our customers, actively pursue the reduction of their costs and provide leading edge solutions, by meeting all applicable statutory or regulatory requirements and

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by adhering to and continually improving the QMS. Various methods are utilized to gather information in determining customer satisfaction:

**Subjective:**

- Customer complaints are handled on an NCR or by the Friday Morning Service Meetings. The customer must be contacted within 24 hours by the appropriate person to acknowledge receipt of the complaint and confirm that the corrective action is being looked into. The record of the complaint, the corrective action, the communication to the customer and the effectiveness of the corrective action will be recorded in the Service Meeting minutes.
- "How Are We Doing" surveys are distributed from time to time and results are tabulated
- Survey Monkeys
- Positive feedback on exceptional customer service is recognized at the Quarterly Branch meetings.
- A follow up phone survey is conducted on completed service jobs where we do not have a hard copy of the Service report which includes the customer's signature acknowledging that the work was completed and that they were satisfied with the work performed. If the individual is not available after three attempts, a message is left requesting a call back if there are any outstanding issues remaining, see Service Coordinator WI.

Results of surveys are tabulated and the statistics are reviewed by Management.

**Objective:**

- Service Level statistics.
- Deficient or defective product is processed in a timely manner.

When a customer determines that a product we shipped to them is deficient or defective and this is verified by a Thomas Skinner representative or the Manufacturer the product is processed through the NCR process.

All feedback is forwarded by the individual receiving the information to a member of the Management team.

**ANALYSIS AND EVALUATION:**

Throughout the month various types of data is collected by manual tracking, Crystal reporting, Excel or System reports and are submitted to the Executive Assistant. The Executive Assistant organizes the data into tables and distributes this MMR to the Management Team.

The results on all the various methods of measuring and monitoring the QMS are reviewed and discussed as they occur at the regularly held Management meetings, Department meetings, Senior Management meetings and at Quarterly branch meetings. In the event of discovering a serious deficiency a special meeting will be called by SM or the appropriate DM. Significant variations of statistic output or a continued downward trend indicates an area where improvements to the QMS may be required.

Key areas for data analysis are:

- Customer satisfaction: Results from surveys, internal or external verbal communication, NCRs or objective information are analyzed by Management to uncover weaknesses in the QMS.
- Conformity to Product Requirements: Service Level statistics.

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- Trends: Results of NCRs or RMAs indicate areas of weakness.
- Planning: The planning of new processes or major revisions to processes.
- Internal Audits: Internal audits are performed the on the SMPC at planned intervals.
- Suppliers: Supplier performance is captured through the Supplier Evaluation.
- BMM Benchmarks and Measurements

**INTERNAL AUDIT:**

See Internal Audit WI

**MANAGEMENT REVIEW:**

SM review is conducted monthly to ensure that the processes required for the QMS are established, implemented, verified and maintained. It is also conducted to promote awareness of Customer requirements and expectations throughout the organization. In conducting the management review SM will utilize information from the following sources which is then documented in the SM and/or the ISO meeting minutes:

- NCRs, Corrective Action and Preventive Action
- Internal and external Audit Reports
- MMR
- Customer Satisfaction summaries
- Supplier evaluations
- Minutes from previous Management meetings which focus on actions initiated
- Adequate resources
- Internal or external changes that may affect the QMS
- Any previous or current recommendations for improvement from any source.
- Continuous improvement
- Actions taken to address risks and opportunities

TSS then communicates the performance with other Management and any requirements necessary to sustain the QMS.

At the completion of the review, a specific action plan is initiated by Management to address any continuous improvement opportunities or required changes to the QMS. The action plan is recorded in the SM minutes and discussed with the relevant DM. The action plan is discussed and verified at subsequent management meetings until completed.

The owner DM is required to initiate appropriate action to rectify the problem. This could involve any of the following steps:

- Initiating and/or revising an existing Work Instruction.
- Providing training or re-training.

SM is committed to continuous improvement which is facilitated through the ongoing development of the QMS by addressing the following key areas:

- Improvements required to ensure the effectiveness of the QMS
- Improvements required in product realization in order to meet customer's requirements

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- Resources required to maintain and support the improvements.

**IMPROVEMENT:**

Continuous Improvement is a primary focus of TSS and the ability to meet customer requirements and customer satisfaction. All situations arising due to nonconformance to the QMS are documented on an NCR WI by the person who first becomes aware of an issue. The following documentation is utilized in continuous improvement:

- Quality Policy
- Benchmarks and Measurements
- Audit Results
- Data Analysis
- Nonconformance reports
- Management Review

Opportunities for improvement include:

- Improvements to processes to reduce nonconformities
- Review and improvements to products and services
- Improvement to QMS outputs

**NONCONFORMITY AND CORRECTIVE ACTION:**

See Nonconformance WI and RMA WI.

**RELATED DOCUMENTS:**

Related documents are stored in the ISO Folder and can be accessed as read only. System document are stored within either the System or Service Vision. See the detailed WI for the critical processes which itemize the related documents.

**DOCUMENT REVISION STATUS**

Rev. No.	Date Issued	Description of Change(s)	Cause
3.5	29-Jun-16	Remove numbering, expand Forklift certificate renewal	Continuous Improvement
4	11-Aug-17	Full review – minor revisions	Continuous Improvement
4.5	29-Aug-17	Add reference to System Mgmt Process Model, revise scope, revise Mgmt Rep definition.	Continuous Improvement
5.5	10-Mar-18	Full review to conform to ISO 9001-2015	Continuous Improvement
6	15-May-18	Minor edits	Continuous Improvement

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