

PAZMAC ENTERPRISES LTD.	REF / TITLE	
	QUALITY MANUAL	
	BY / APPROVAL	REV / DATE ISSUED
	R. Wallace	Rev 2.9 September 17, 2009

PURPOSE AND SCOPE

This Quality Manual documents Pazmac Enterprises Ltd’s, hereafter referred to as Pazmac, quality system to demonstrate Pazmac’s ability to consistently provide *custom machining to customer supplied designs* that meets customer and regulatory requirements.

Where any requirements of ISO 9001:2000 cannot be applied due to the nature of Pazmac’s activities and its products, they will be considered for exclusion.

COMPANY INFORMATION

Pazmac is located at 26777 Gloucester Way, Langley, B.C. V4W 3X6, Canada.
Pazmac provides precision machining primarily for OEM’s.

Phone: 604-857-8838
Fax: 604-857-8836
Web Site www.pazmac.com
Quality Manager Ron Wallace

QUALITY POLICY

“Pazmac Enterprises Ltd. is committed to continually improving our processes and complying with requirements in order to provide our customers with exceptional value and our employees with a satisfying positive work environment.”

Management Approval Signatures:

Names	Signatures
George Pacheco, Controller	
Stacey Saumure, Business Development Manager	
Tim Walls, President	
Ron Wallace, Quality Manager	

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QUALITY OBJECTIVE

Pazmac will strive to improve our competitive advantage through increased efficiencies.

Performance Measurements Include:

- On Time Delivery
- Cost of NCR's
- Gross Margin per annual budget
- Annuals Sales target per annual budget

4 QUALITY MANAGEMENT SYSTEM

4.1 GENERAL REQUIREMENTS

Pazmac has established, documented and maintains a Quality Management System and strives to continuously improve it in accordance with requirements of the ISO 9001:2000 standard. This is done by:

- a) identifying the processes needed for the Quality Management System and their application throughout the organization
- b) determining the sequence and interaction of these processes
- c) determining criteria and methods needed to ensure that both the operation and control of these processes are effective
- d) ensuring the availability of resources and information necessary to support the operation and monitoring of these processes
- e) monitoring, measuring and analyzing these processes
- f) implementing actions necessary to achieve planned results and continual improvement of these processes

4.2 DOCUMENTATION REQUIREMENTS

4.2.1 General

Pazmac's Quality Management System documentation includes:

- a) documented statements of the Quality Policy and Policy Objectives
- b) a quality manual
- c) documented procedures as required by ISO 9001:2000
- d) documents needed by Pazmac Enterprises Ltd to ensure the effective planning, operation, and control of it's processes
- e) Records required by the ISO 9001:2000 standard

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4.2.2 Quality Manual

Pazmac has established and maintains a Quality Manual that includes:

- a) the scope of the quality management system, including details of and justifications for any exclusions.

Due to the nature of Pazmac's processes, Section 7.3 Design and Development has been excluded from the Quality Management System. Pazmac manufactures product exclusively from customer supplied drawings, and does not design any products for themselves.

- b) documented procedures established for the Quality Management System (see Appendix B)
- c) a description of the interaction between the processes and the Quality Management System (see Appendix A)

4.2.3 Control of Documents

Documents required by the Quality Management System are controlled per the Control of Documents procedure (see Appendix B). Records are a special type of document that are controlled per the Control of Records procedure.

The Control of Documents procedure is established to define the means needed to:

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

4.2.4 Control of Records

Records are established and maintained to provide evidence of conformity to requirements and of their effective operation of the Quality Management System. Records are legible, readily identifiable and retrievable. A documented Control of Records procedure is established to define the controls needed for the identification, storage, protection, retention and disposition of records (see Appendix B).

5.0 MANAGEMENT RESPONSIBILITY

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5.1 MANAGEMENT COMMITMENT

Pazmac's Senior Management has implemented a Quality Management System that is continuously monitored and maintained for effectiveness and process improvements.

5.2 CUSTOMER FOCUS

Pazmac has established, implemented, and maintains documented procedures for contract review with the intention of determining customer requirements with the aim of enhancing customer satisfaction by providing Value. These procedures can be found in Appendix B.

This will be measured by customer surveys, and other customer feedback either formal or informal.

5.3 QUALITY POLICY

Pazmac defines and documents its policy for quality, see page 1, which provides the overall objectives for its effective Quality Management System. The Quality Policy is reviewed for relevancy to the Company's goals and the expectations of its customers.

Pazmac's management and employees are committed to assuring that this Quality Policy is implemented, understood and maintained at all levels of the organization. This Quality Policy will be reviewed on a minimum annual basis to determine continued suitability.

5.4 PLANNING

5.4.1 Quality Objectives

Pazmac's Senior Management have established and reviewed the Quality Objectives to ensure that they are measurable and consistent with their Quality Policy. (see page 2)

5.4.2 Quality Management System Planning

Pazmac's Senior Management shall ensure that

- a) the planning of the Quality Management System is carried out in order to meet the requirements of the system as well as the Quality Objectives.
- b) The integrity of the Quality Management System is maintained when changes to the Quality Management System are planned and implemented.

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5.5 RESPONSIBILITY, AUTHORITY, AND COMMUNICATION

5.5.1 Responsibility and Authority

The President ensures that all Employees are:

- a) trained and familiar with their duties in respect to quality.
- b) authorized to act on and correct quality problems and to participate in continuous improvements.
- c) respected and included by their co-workers and management in Pazmac's endeavors to improve quality.
- d) very aware of the customer needs
- e) support for the Quality system.

The interrelationship of all employees are shown on Pazmac's Organization chart shown in Appendix-C and their corresponding Job Descriptions in Appendix-D.

5.5.2 Management Representative

The Quality Manager is the Management Representative who can be contacted at Pazmac, and will interface with ISO auditors or other third party auditors. The Quality Manager ensures that;

- a) processes needed for the Quality Management System are established, implemented, and maintained
- b) top management is informed on the performance of the Quality Management System and any need for improvement
- c) there is awareness of customer requirements throughout the organization

5.5.3 Internal Communication

Pazmac will ensure that all employees are aware of the effectiveness of the Quality Management System by management meetings, monthly Staff and Production-Quality meetings and notice board postings. Minutes of these meetings will be recorded, distributed and properly stored.

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5.6 MANAGEMENT REVIEW

5.6.1 General

The Quality Management System adopted to satisfy the requirements of this manual is reviewed at appropriate intervals, not less than annually, to ensure its continuing suitability, adequacy, and effectiveness. This review shall include assessing opportunities for improvement and the need for changes to the Quality Management System, including the Quality Policy and Quality Objectives. The Management Review Committee includes the President, the Controller, the Quality Manager, the Manager of Business Development, and the General Manager.

The Quality Manager is responsible for initiating and coordinating the Management Review. Records of such reviews are maintained by the Quality Manager in accordance with documented procedures for quality records.

Management meetings are considered part of an ongoing management review process as issues pertaining to all aspects of the business are discussed and resolved in this venue.

5.6.2 Review Input

Input to the management review will include but is not limited to information on

- a) strategic planning
- b) results on audits, (internal & external)
- c) customer feedback
- d) process performance and product conformity
- e) status of preventive and corrective actions
- f) follow up actions from previous management reviews
- g) changes that could affect the quality management system,
- h) recommendations for improvement and,
- i) any safety accidents, incidents or near misses.

5.6.3 Review Output

Output from the management review will include any decisions and actions relating to

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

Records of the management review are maintained and filed.

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6.1 PROVISION OF RESOURCES

Pazmac's Senior Management has determined and provided the resources necessary to

- a) implement and maintain a quality management system and continually improve it's effectiveness
- b) enhance customers satisfaction by meeting customer requirements

These resources include, but are not limited to:

- a) people
- b) infrastructure
- c) work environment
- d) information
- e) suppliers and
- f) financial resources

6.2 HUMAN RESOURCES

6.2.1 General

Pazmac has ensured that all personnel performing work affecting quality shall be competent on the basis of appropriate education, training, skills and experience.

6.2.2 Competence, Awareness and Training

Pazmac will:

- a) determine the necessary competence for new and current personnel performing work affecting product quality through resumes, records of qualifications, job descriptions, reviews and history.
- b) provide training or take action to satisfy these needs and evaluate the effectiveness of these actions.
- c) evaluations of the effectiveness of the actions shall be determined through observations, evaluations etc...
- d) ensure that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the Quality Objectives of the company
- e) maintain appropriate records of education, training, skills and experience

6.3 INFRASTRUCTURE

Pazmac has determined, provided and maintains the infrastructure to achieve conformity to product requirements. Infrastructure includes;

- a) buildings, workspaces and associated utilities
- b) process equipment which includes hardware and software
- c) supporting services such as transport and equipment

6.4 WORK ENVIRONMENT

Pazmac's Senior Management shall determine and provide a working environment needed to achieve conformity to product environmental requirements and employee well-being.

7.0 PRODUCT REALIZATION

7.1 Planning of Product Realization

Pazmac has planned and developed processes needed for product realization that are consistent with the other processes of their Quality Management System.

The following criteria were considered in planning of product realization:

- a) Quality Objectives (see page 2) and requirements for the product.
- b) the need to establish processes, documents, and provide resources specific to the product.
- c) required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance and shipping and handling needs.
- d) records such as Work Order Routers, Dimensional Inspection reports and SPC printouts provide evidence that the realization process and the resulting product meet requirements.

The output of this planning will be suitable for Pazmac method of operation. It may take the form of Work Order Routers, Work Instructions, Inspection and test plans, Weld Procedures or other formats depending on requirements.

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7.2 CUSTOMER-RELATED PROCESSES

7.2.1 Determination of Requirements Related To The Product

Pazmac determines:

- a) requirements specified by the customer, including the requirements for delivery and post delivery activities if applicable
- b) requirements not stated by the customer but necessary for specified or intended use, (i.e. special processes, materials, coatings) where known
- c) statutory and regulatory requirements related to the product
- d) any additional requirements determined by Pazmac

See Appendix B

7.2.2 Review of Requirements Related To The Product

Pazmac reviews the requirements related to the product. This review is conducted prior to commitment to supply a product to the customer (ie submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and will ensure that

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

See Appendix B

7.2.3 CUSTOMER COMMUNICATION

Pazmac Enterprises Ltd. has implemented and determined effective arrangements for communicating with customers in relation to

- a) product information (through outside sales and marketing, mailouts, and web site)
- b) enquiries, contracts or order handling, including amendments (through sales department, emails, faxes)
- c) customer feedback, including customer complaints. (through sales meetings, customer surveys, customer complaints or customer Non-conformances).

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7.3 DESIGN AND DEVELOPMENT

The scope of business for Pazmac does not include “Design and Development” therefore it is excluded from this Quality Management System. See 4.2.2

7.4 PURCHASING

7.4.1 Purchasing Process

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

Pazmac 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 have been established. Records of the results of and any necessary actions arising from the evaluation are maintained. See Appendix B

7.4.2 Purchasing Information

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

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

Pazmac ensures the adequacy of specified purchase requirements prior to their communication to the supplier. See Appendix B

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7.4.3 Verification of Purchased Product

Pazmac has established and implemented the inspection or other activities necessary for ensuring that purchased product meets specified purchase requirements.

Where Pazmac or its customer intends to perform verification at the suppliers premise, Pazmac will state the intended verification arrangements and method of product release in the purchasing information. See Appendix B

7.5 PRODUCTION AND SERVICE PROVISION

7.5.1 Control of Production and Service Provision

Pazmac plans and carries out production and service provisions under controlled conditions. Controlled conditions include; See Appendix B

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

7.5.2 VALIDATION OF PROCESSES FOR PRODUCTION AND SERVICE PROVISION

Pazmac validates any processes for production and service provision where the resulting output cannot be verified by subsequent monitoring or measurement. This includes any processes where deficiencies become apparent only after the product is in use.

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

Pazmac shall establish arrangements for these processes including

- a) defined criteria for review and approval of the processes
- b) approval of equipment and qualification of personnel
- c) use of specific methods and procedures
- d) requirement for records
- e) revalidation

7.5.3 IDENTIFICATION AND TRACEABILITY

Pazmac identifies product by suitable means throughout product realization. Pazmac identifies product status with respect to monitoring and measuring requirements and where traceability is a requirement it controls and records the unique identification of the product.

See Appendix B

7.5.4 CUSTOMER PROPERTY

Pazmac exercises care with customer property while it is under their control or being used. Pazmac 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, this shall be reported to the customer and records maintained.

See Appendix B

7.5.5 PRESERVATION OF PRODUCT

Pazmac preserves the conformity of product during internal processing and delivery to the intended destination. This includes identification, handling, packaging, storage and protection. Preservation applies to the constituent parts of a product. See Appendix B

7.6 CONTROL OF MONITORING AND MEASURING DEVICES

Pazmac determines the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements.

Pazmac 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 measuring requirements . See Appendix B

Where necessary to ensure valid results, measuring equipment shall

- a) be calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards. Where no such standards exist, the basis for calibration or verification shall be recorded
- b) be adjusted or readjusted as necessary
- c) be identified to enable the calibration status to be determined
- d) be safeguarded from adjustments that would invalidate the measurement results
- e) be protected from damage and deterioration during handling, maintenance and storage

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Control of Monitoring and Measuring Devices Cont...

In addition, Pazmac shall assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. Appropriate action shall be taken 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 shall be confirmed. This will be undertaken prior to initial use and reconfirmed as necessary.

8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 GENERAL

Pazmac has planned and implemented monitoring, measurement, analysis, and improvement processes to:

- d) demonstrate conformity of the product
- e) ensure conformity of the quality management system, and
- f) continually improve the effectiveness of the quality management system

This includes determination of applicable methods, including statistical techniques, and the extent of their use. Statistical or other measurement techniques may be applied to establish sampling plans for inspections and testing.

8.2 MONITORING AND MEASUREMENT

8.2.1 Customer Satisfaction

As one of the measurements of performance of the Quality Management System, Pazmac monitors information pertaining to customer satisfaction by using some or all of the following methods

- a) customer survey
- b) direct customer feedback
- c) customer meetings

In addition to this customer complaints are also monitored.

8.2.1 Customer Satisfaction Cont...

The use of the results of the customer satisfaction monitoring include, but are not limited to

- a) input into the Management Review process
- b) input into setting company objectives
- c) modifying processes

8.2.2 Internal Audit

Pazmac conducts internal audits at planned intervals to determine whether the Quality Management System;

- a) conforms to the planned arrangements, to the requirements of the ISO 9001:2000 standard and to the Quality Management system implemented by Pazmac and,
- b) is effectively implemented and maintained.

The Quality Manager is responsible for planning audits 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 per procedures. See Appendix B

Selection of auditors and conduct of audits will ensure objectivity and impartiality of the audit process. Auditors do not audit their own work.

Procedure 8.2.2 defines responsibilities and requirements for planning and conducting audits, and for reporting results and maintaining records.

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

8.2.3 Monitoring, and Measurement of Processes

Pazmac will apply suitable methods for monitoring and measuring the Quality Management System Process. These methods will demonstrate the ability of the processes to achieve the planned results. When planned results are not achieved, correction and corrective action will be taken as appropriate to ensure conformity of the product.

The measurement of the process may come in the form of production data, customer survey's, customer complaints, ncr's and internal audits. This information will be reviewed during regular management meetings and the Management Review.

8.2.4 Monitoring and Measurement of Product

Pazmac will monitor and measure the characteristics of the product to verify that product requirements have been met. This will be done at the appropriate stages of the product realization process in accordance with the planned arrangements. See Appendix B

8.3 CONTROL OF NONCONFORMING PRODUCT

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

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

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

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

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

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

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8.4 ANALYSIS OF DATA

Pazmac determines, collects and analyses 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 will be achieved by collecting and analyzing data from the following.

- a. Customer satisfaction – As per Pazmac’s Quality objectives a customer survey will be done at least annually with key customers, representing 75% of sales, to determine overall customer satisfaction and identify areas needing improvement. The results of these surveys will be tabulated and compared to prior periods for trends. Corrective actions and new Quality Objectives may be initiated from these results.
- b. Conformity to product requirements – As per Pazmac’s Quality Objectives nonconformances will be tracked and monitored to ensure that any areas for improvement can be identified.
- c. Characteristics and trends of processes and products including opportunities for preventative action - Internal audits will identify and monitor all processes and products and identify any opportunities for improvements or preventative actions.
- d. Suppliers – All frequently used suppliers are qualified and if approved are added to the approved vendors listing. When deemed necessary suppliers will be audited. Any quality issues regarding suppliers will be written up on a NCR form and dealt with the same way as other NCR’s.

Results of these analysis will be reviewed at a minimum, during management meetings and at the management review process.

8.5 IMPROVEMENT

8.5.1 Continual Improvement

Pazmac will continually improve the effectiveness of the Quality Management System through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventative actions and management review inclusive of any OHSAS issues or concerns.

Through the monitoring and measuring process Pazmac documents trends in quality, productivity, efficiency and effectiveness for key product features. This information will be compared to progress towards achieving quality objectives. Senior Management will review this information at Management meetings, at the Management Review and Annual Strategic Planning Sessions to determine improvements to the Quality Management System.

8.5.2 CORRECTIVE ACTION

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

A documented procedure has been established to define requirements for (See Appendix B)

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

8.5.3 PREVENTIVE ACTION

Pazmac will determine action to eliminate the causes of potential nonconformities in order to prevent their occurrence. These preventive actions shall be appropriate to the effects of the potential problems.

A documented procedure has been established to define requirements for (See Appendix B)

- a) determining potential nonconformances and their causes
- b) evaluating the need for action to prevent occurrence of nonconformances
- c) determining and implementing action needed
- d) records of results of action taken
- e) reviewing preventive actions taken.

9 DOCUMENT CHANGE HISTORY

REV NO.	DATE ISSUED	DESCRIPTION OF CHANGE(S)
1.1	June 12/94	Quality manual development and issue to ISO 9002:1994
1.2	July 01/95	Revised sections to 1.2 to include minor revisions made to Pazmac's quality program
1.3	Oct 16/95	Changes based on QCB Manual Audit
1.4	Feb 12/96	ISO 4.5.2 Revised to remove Customer Listing. Clarified where drawings and specifications are recorded, removed appendixes and added Sales Representative where appropriate.
1.5	Nov 17/97	Revised Quality Policy, Letter from President, manual updated to reflect move to new premises and Revised Organizational Chart
1.6	May 27/98	Revised Organizational Chart, and Added Controller to Mgmt. Review Board
1.7	Sep02/99	Updated signature page to reflect new employees. Updated company history section, revised Organization Chart to reflect new employees and reporting and to change "Sales Representative" to "Sales Manager" to reflect new responsibility.
1.8	Nov 22/00	Revised Organization Chart
1.9	Nov 20/01	Revised Organization Chart
2.0	Nov 25/02	Revised Quality Manual to comply with ISO 9001:2000 standard
2.1	March 3/03	Revised Quality Policy
2.2	January 7/04	Revised Quality Objectives, Added New Quality Manager.
2.3	Oct. 10, 2004	Added limited assembly scope, revised wording in sections; 5.1, 5.2, 5.3, 5.5.1, 5.5.3, 6.1, corrected sections 7.12, 7.5.1.
2.4	Nov. 23, 2004	6.4 wording change to reflect legislation and the Health and Safety Committee.
2.5	Oct. 31, 2005	Revise various wording throughout the manual including changing service for value in the policy.
2.6	Oct. 18, 2006	Change Ops mgr to Gen mgr and slight wording changes
2.7	Dec. 1, 2006	Added scope wording and approval signatures
2.8	Sept. 23, 2008	Added OHSAS references in § 5.6.2 & 8.5.1
2.9	Sept. 17, 2009	Presentation of internal metrics