ISO 9001:2015

Quality Management System

Manual

Revision D

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1 APPROVAL & REVISION

1.1 Approval

This QMS, (QMS) Manual has been approved for use throughout TRC Electronics Inc., TRC:

Date of Initial Version: March 15, 2019

Name and Title of Approver: **Stephen Lagomarsino, President**

Date of Approval: May 31st, 2022

This QMS Manual was written and published by Michael Petagna of TRC. Please contact mike.p@trcelectronics.com with questions, comments and improvement suggestions.

1.2 Revision History

The following revisions have been made to this QMS Manual since its initial publication:

Revision & Date	List of Changes	Author	Approval
A 3/15/2019	Original Issue	Michael Petagna	Stephen Lagomarsino
B 3/25/2021	Core Values	Michael Petagna	Stephen Lagomarsino
C 5/19/2022	Corrected QMS Graphic, corrections	Michael Petagna	Stephen Lagomarsino
D 5/26/2022	Added clarity to Scope 4.1.3 section and we included scope of TRC business as highlighted in the certificate	Michael Petagna	

TRC is a Stocking Distributor founded in April 16, 1982. Our focus is providing power supply solutions that meet the technical, budgetary and time frame demands of our customers' applications. TRC helps customers reduce unnecessary costs and avoidable time delays by providing the expertise such as engineering, product, application, customer service, supply chain and logistics.

TRC Electronics Core Values are:

Trustworthy

 We earn the trust and confidence of all the people we serve.

Resilient

Our team handles adversity and challenges with a growth mindset. We always find the opportunity.

Committed

Our team members are committed to their personal, professional, and financial success. Our team is committed to making a positive impact on the people we serve.

Intentional

Our team serves our clients methodically and intentionally. Everything we do in our organization is by design.

Transparent

We provide complete transparency of the growth expectations of our organization and our team members.

Accountable

We take full responsibility for our actions and our results. We do not make excuses.

Disciplined

We believe that the more disciplined we are with developing our skills, the more options we will have for getting better, solving problems, and adding value.

3   TERMS & DEFINITIONS

The terms and definitions given in ISO 9000:2015 apply.

4   CONTEXT of the ORGANIZATION

4.1   Understanding the Organization & Its Context

TRC determines the external and internal issues that are relevant to our purpose and strategic direction and that affect our ability to achieve the intended result(s) of the Quality Management System, hereafter (QMS). An analysis of the company's strengths, weaknesses, opportunities and threats (SWOT) is conducted annually. The results are routinely monitored by management and reviewed during periodic management review meetings. (See section 9.3 of this manual).

Reference: AD-P-02 Management Review

4.2   Understanding the needs and Expectations of Interested Parties

Due to their potential or actual effect on our ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, TRC determines, at a minimum, the interested parties and their requirements that are relevant to the QMS.
Information regarding these interested parties and their relevant requirements is monitored and reviewed periodically by TRC management. (See section 9.3 of this manual).

Reference: AD-P-02 Management Review

4.3   Determining Scope of the QMS

TRC has established the Scope of the QMS and determined its boundaries and applicability by considering, at a minimum: The external and internal issues referred to in section 4.1 of this manual, the requirements of relevant interested parties referred to in section 4.2 of this manual and the products and services we provide. The scope of the QMS is documented, available and maintained, states the products and services covered and provides justification for any exclusions for any requirement(s) of ISO 9001:2015.

4.3.1   Scope

This Quality Management System Manual establishes compliance with ISO 9001:2015. TRC is a Stocking distributor providing technical support for selection of power conversion products and final assembly of configurable power supplies. It applies to all our business activities including the marketing, sales, value added engineering.

This Quality Management System Manual documents our quality management system, and it demonstrates TRC's pursuit to consistently provide a product that meets customer requirements.

TRC design and development services are limited to value added engineering. Therefore, ASQ/ANSI/ISO 9001-2015, section 8.3 are claimed as exclusions since no further design activities are conducted by TRC.

4.4   QMS & Its Processes

TRC has established, implemented, maintains and continually improves our QMS including the processes needed and their interactions in accordance with ISO 9001:2015

4.4.1   Process & Interaction Chart

QUALITY MANAGEMENT SYSTEM

How

Organization & its Context

Customer Requirements

Needs & Expectations of Relevant Interested Parties

SUPPORT
OPERATION

PLANNING
Risks

LEADERSHIP
Quality Policy
Organization

PERFORMANCE
EVALUATION

IMPROVEMENT

Customer Satisfaction

Results of the QMS

Products & Services
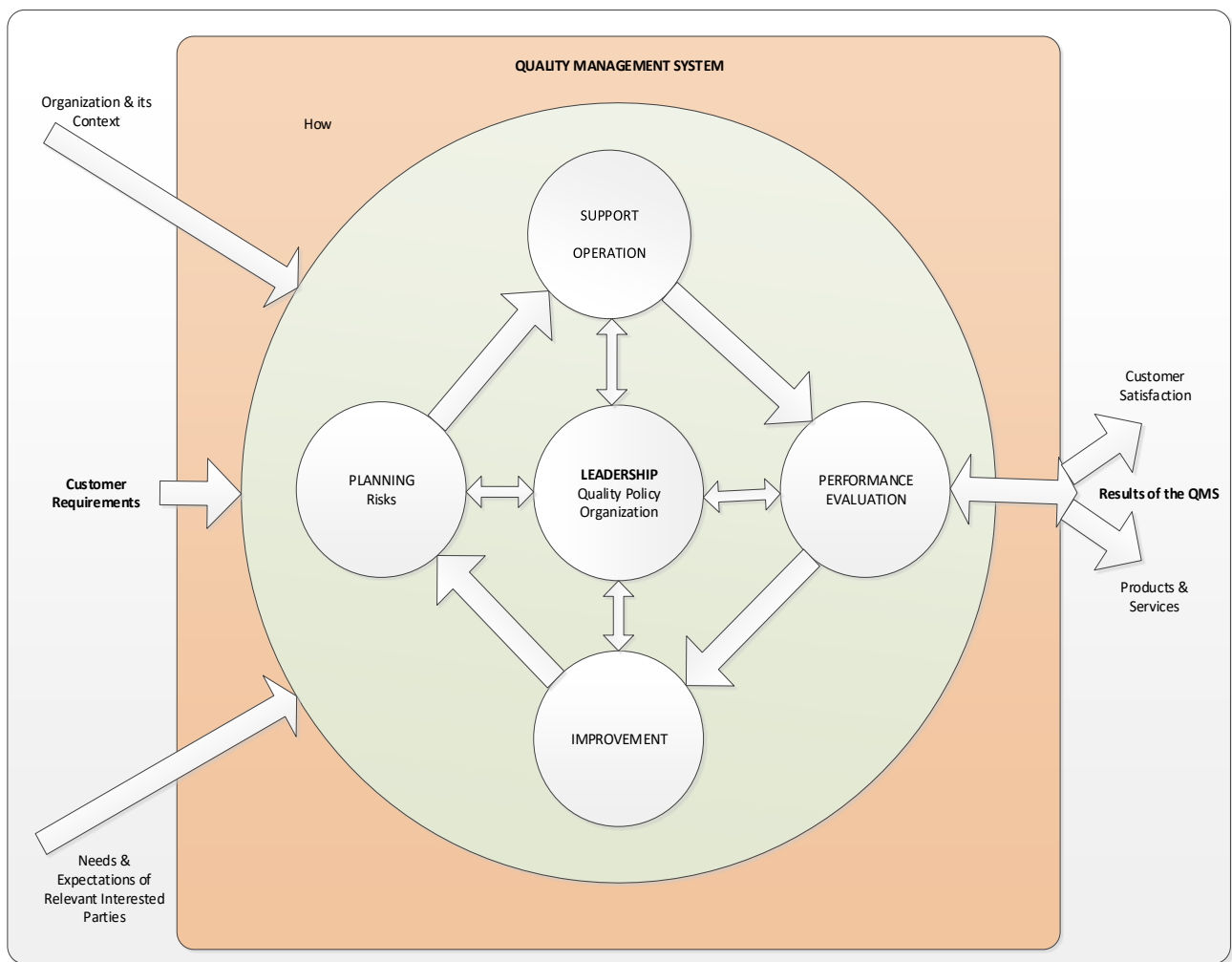
4.4.2 Process Matrix
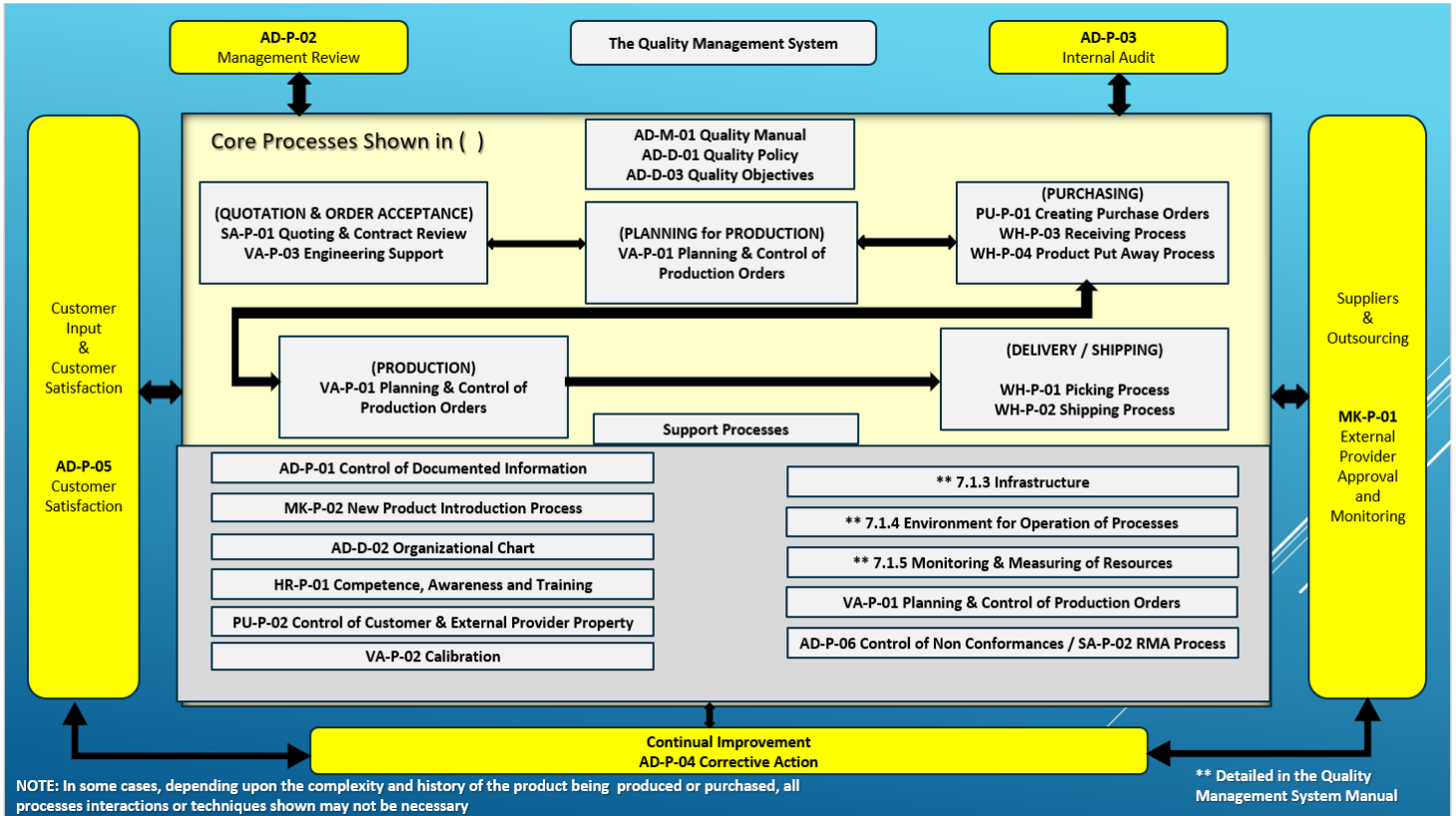
4.4.3 Documented Information

TRC has documented the necessary information to support our operations including as applicable. This QMS manual, process procedures, work instructions, and forms are included. This manual documents our QMS policies, the process procedures define required tasks and the responsibilities associated with them, the work instructions document how certain tasks are performed, and forms are controlled for use in collecting required data and information. Documented information (records) is retained to assure that we are carrying out our processes as planned.

Reference: AD-P-01 Control of Documented Information

5   LEADERSHIP

5.1   Leadership & Commitment

5.1.1   General

The top management of TRC demonstrates its leadership and commitment to the QMS by:

a) Being accountable for the effectiveness of the QMS. Management review (see section 9.3 of this manual) is one of the key tools used to ensure accountability.
b) Ensuring that the Quality Policy and Quality Objectives are established for the QMS and are compatible with the context and strategic direction of the company. All high-level management documentation is mutually agreeable thereby ensuring the unified direction of the company.
c) Securing the integration of the QMS requirements into our business practices. Every effort is made to confirm the QMS documented information is an accurate reflection of the company's business practices.
d) Promoting the use of the process approach and risk-based thinking by ensuring activities are managed from start to finish and that the sequence and interaction of the processes is completely and accurately documented and understood. TRC applies risk-based thinking to the application of resources for company processes to ensure efficiency and effectiveness.
e) Ensuring that the resources needed for the QMS are available. TRC executes QMS processes such as quality planning and management review to ensure necessary resources are identified and provided for.
f) Communicating the importance of effective quality management and conforming to the requirements of the QMS. This is accomplished through a variety of activities including but not limited to [participation in corrective action, analyzing customer feedback, evaluating progress against quality objectives and leading management review].
g) Ensuring the QMS produces expected outcomes by actively monitoring the progress of quality objectives.
h) Involving team members in the QMS. The responsibility and corresponding authorities for the control and execution of the QMS processes are assigned to several team members and they are accountable for the involvement of team members affected by or participating in each process.
i) Encouraging improvement activities. Managers are aware of improvement activities in their areas and top management often participates in the improvement activities directly.
j) Assist other managers in showing QMS leadership and the insistence that positive participation is essential.

5.1.2   Customer Focus

The top management of TRC demonstrates leadership and commitment with respect to customer focus by ensuring that customer and applicable statutory and regulatory requirements are determined, understood and consistently met. Understanding of who our customers are, their strategic importance, and their needs and expectations forms the foundation for the effective execution of our QMS

processes. Customer focus is further demonstrated by top management by ensuring opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined, addressed and maintained. Top management of TRC routinely formally and informally evaluates and communicates our customer's perceptions of the company.

5.2 Policy

5.2.1 Establishing the Quality Policy

Top management at TRC established, implemented and maintains a quality policy that is appropriate to the purpose and context of the company, supports our strategic direction and provides a basis for establishment of our quality objectives. The quality policy communicates to everyone what is truly important to the company's success, includes our commitment to satisfy requirements and to the continual improvement of the QMS.

5.2.2 Communicating the Quality Policy

The quality policy is documented, accessible, communicated, understood and applied within the company. The quality policy is made available to and shared with relevant interested parties as appropriate.

Reference: AD-D-01 Quality Policy

5.3 Organizational Roles, Responsibilities & Authorities

Top management at TRC ensures that responsibilities and authorities for relevant roles are documented, assigned, communicated and understood within the company. Current, accurate and complete job descriptions are established and maintained for all job titles in the company.

Top management at TRC has assigned responsibility and authority for ensuring the QMS conforms to the requirements of ISO 9001:2015 by assigning the role of management representative for quality to a qualified team member. The company ensures processes deliver their intended outputs by monitoring key performance indicators as appropriate. Customer focus is promoted throughout the company. The performance of the QMS is periodically reported during management review (see section 9.3 of this manual) and the integrity of the QMS is maintained when changes are planned and implemented.

Reference: AD-D-02 Organization Chart

6   PLANNING

6.1   Actions to Address Risks

6.1.1

When planning the QMS TRC has considered our organization and its context, the needs and expectations of interested parties and has determined the risks and opportunities that need to be addressed. QMS planning addresses the need for the QMS to achieve its intended result(s), enhance desirable effects and achieve improvement.

6.1.2

The top management at TRC plans actions to address risks and opportunities, how to integrate and implement the actions to the QMS processes and evaluate the effectiveness of the actions. Actions taken to address risks and opportunities are proportionate to the potential impact on the conformity of products and services. Actions are planned, make use of the QMS process procedures, are proportional and are verified for effectiveness. (Refer to sections 4.1, 4.2, 10.2.1(e), 9.1.3, 9.3.2(e), 5.1.1(d), 5.1.2 and 4.4.1 of this manual).

Reference: AD-P-02 Management Review

6.2   Quality Objectives & Planning to Achieve Them

6.2.1

TRC has established quality objectives at relevant functions, levels and processes needed for the QMS. All team members are expected to contribute to the achievement of the quality objectives. The quality objectives are consistent with the quality policy, measurable and illustrate the company's success or failure. Quality Objectives consider applicable requirements and are relevant to conformity of products and services and enhancement of customer satisfaction. The quality objectives are quantifiable, documented, checked on a routine basis, communicated, updated and revised as often as needed.

6.2.2

When planning the quality objectives, TRC has established and documented plans that include the resources needed to carry out the actions identified. Additionally, the assignment of responsibilities, timeframe and measurement of effectiveness are administered, monitored and measured.

Reference: AD-D-03 Quality Objectives

6.3   Planning of Changes

When the need for changes is determined, TRC ensures that the changes are carried out in a planned manner. (See Section 4.4 of this Quality Manual). Planning for changes also takes into consideration the purpose of the changes and their potential consequences, the integrity of the QMS, the availability of resources and the allocation and reallocation of responsibilities and authorities. Changes may be but are not limited to:

- New equipment purchases
- Expanding/reducing the workforce
- New tooling
- Significant sourcing changes
- New regulatory rules

7   SUPPORT

7.1   Resources

7.1.1   General

Top Management at TRC determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the QMS. Budgeting and planning activities routinely address resource needs as needed and may include but is not limited to:

- Auditors
- Training
- Communication
- Calibration
- Maintenance
- Software
- Limitations of existing internal resources
- External resources.

7.1.2   People

TRC determines and provides the personnel necessary for the effective implementation of the QMS and for the operation and control of processes.

7.1.3   Infrastructure

TRC determines, provides and maintains the infrastructure necessary for the operation of its processes and to achieve conformity of products and services.

7.1.4   Environment for the Operation of Processes

TRC determines, provides and maintains the environment necessary for the operation of our processes and to achieve conformity of products and services. Management takes into consideration and accounts for environmental issues such as but not limited to:

- Temperature & humidity
- Safety
- Lighting, noise & vibration
- Housekeeping
- Personal behavior

7.1.5 Monitoring & Measuring of Resources

7.1.5.1 General

TRC determines and provides the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to the requirements. The company ensures resources are correct for the specific type of monitoring and measurement activities being undertaken and are maintained to preserve their ability to make measurements. Documented information is maintained as evidence of fitness for the purpose of monitoring and measuring resources.

Reference: VA-P-02 Calibration

7.1.5.2 Measurement Traceability

When measurement traceability is a requirement or is considered by TRC to be an essential part of providing confidence in the validity of measurement requirements measuring equipment is, at a minimum;

a) Calibrated or verified or both, at specified intervals or prior to use against measurement standards that are traceable to international or national measurement standards. When no such standard exists, the basis used for calibration or verification is retained as documented information.
b) Identified in order to determine their status.
c) Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

TRC determines the validity of previous measurement results that have been adversely affected when measuring equipment is found to be unfit for its intended purpose and takes appropriate action as necessary.

Reference: VA-P-02 Calibration

7.1.6 Organizational Knowledge

TRC determines the knowledge necessary for the operation of the processes and to achieve conformity of products and services. Knowledge is maintained and made available where necessary. When evaluating changing needs and trends TRC considers the current knowledge and determines how to obtain or get access to any necessary new or updated knowledge.

Reference: HR-P-01 Competence, Awareness & Training

7.2 Competence

TRC determines the necessary competence of team members performing work that affects the performance and effectiveness of the QMS. Required competencies are documented in job descriptions and define what an employee needs to know and be able to do to perform a job function or role. TRC ensures that team members have the required competence based on applicable skill, training, education, knowledge and experience. Where necessary actions are taken to ensure team members are able to acquire needed competence, the actions taken are evaluated for effectiveness. Evidence of competence is maintained.

Reference: HR-P-01 Competence, Awareness & Training

7.3 Awareness

TRC ensures that team members are aware of the company Quality Policy, applicable Quality Objectives, their contribution to the efficacy of the QMS and the consequences of not conforming to the requirements of the QMS.

Reference: HR-P-01 Competence, Awareness & Training

7.4 Communication

TRC determines the internal and external communications pertinent to the QMS including content, timing, communicator, method and audience for the communication.

7.5 Documented Information

7.5.1 General

The documentation for the TRC QMS includes the following documents:

a) The documented Quality Policy and Quality Objectives.
b) This QMS Manual.
c) The documented Quality Procedures required by the QMS. All such Quality Procedures are established, documented, implemented and maintained.
d) All such documents (including records) that Company needs to ensure the effective planning, operation and control of our processes.
e) All records that are required by the QMS

The extent of the documentation of our QMS is dependent on the size of TRC and the type of our activities, the complexity of our processes and their interactions, and the competence of our personnel.

Reference: AD-P-01 Control of Documented Information

7.5.2 Creating & Updating

When creating and updating documentation, TRC has established a system for identification and description, format and media and review and approval for fitness.

Reference: AD-P-01 Control of Documented Information

7.5.3 Control of Documented information

TRC has established, documented, implemented and maintains Quality Procedures for the control of documents. These procedures define how TRC controls all documents that are required by our Quality Management System including requirements for:
a) Document creation
b) Document changes
c) Document approval and release, update and re-approval
d) Document version control, legibility and identification
e) Assurance of availability, irretrievability, access & distribution of documents to those who need them and the prevention of unintended use of obsolete documents.
f) Document protection
g) Retention and disposition
h) Assure documents of external origin are identified and controlled

Reference: AD-P-01 Control of Documented Information

8   OPERATION

8.1   Operational Planning & Control

TRC plans and develops the processes needed for operational control. This planning is consistent with the requirements of the other processes of our QMS.

TRC determines the following, as appropriate, for operational control:

a) Quality objectives and requirements for the product
b) The need to establish processes, documents, and provision of resources specific to the product
c) The following activities that are required by the specifics of the product and the criteria for product acceptance verification, validation, monitoring, measurement, inspection and testing.
d) The documented information (records) necessary to provide evidence that both the realization process and the resulting product meet requirements; these records are control in compliance.

Reference: VA-P-01 Planning & Control of Production Orders

8.2   Requirements for Products & Services

8.2.1   Customer Communication

TRC determines and implements effective arrangements for communicating with our customers regarding the following product & service information, inquiries, contracts or order handling and changes, handling or controlling customer property, customer feedback including customer complaints and establishing requirements for contingency actions where necessary.

8.2.2   Determining the Requirements for Products & Services

TRC determines the following requirements that are related to our products and services including any additional requirements that the company considers necessary are defined, including statutory and regulatory requirements and applicable requirements specified by TRC. TRC ensures that it can meet the claims for the products and services.

Reference: SA-P-01 Quoting and Contract Review

8.2.3   Review of the Requirements for Products & Services

TRC reviews the requirements related to products prior to its commitment to supply a product to the customer. This review is designed to ensure that requirements that have been specified by our customers' requirements for delivery and post-delivery activities, requirements that have not explicitly stated by our customers but that are necessary for the specified or intended use of our products (where the use is known), requirements specified by TRC, statutory and regulatory requirements applicable and contract or order requirements differing from those previously stated.

TRC ensures that contract or order amendments differing from those previously defined are resolved. In cases in which product requirements are changed, TRC ensures that relevant documents are amended and that relevant personnel are made aware of the changed requirements. In cases in which our customers don't provide documented requirements, TRC confirms the customer requirements before acceptance.

Reference: SA-P-01 Quoting and Contract Review

8.2.4   Changes to the Requirements for Products & Services

TRC ensures that relevant documented information is amended, and that appropriate team members and others as required are made aware of the changed requirements when the requirements for product or service are changed.

8.3   Design & Development of Products & Services

The requirements of ASQ/ANSI/ISO 9001-2015, section 8.3 are claimed as exclusions as of the issue date of this manual. TRC sole business is the marketing, sales, value added engineering and distribution of power conversion products.

Reference: MK-P-02 New Product Introduction Process
               VA-P-03 Engineering Technical Support

8.4   Control of Externally Provided Processes, Products & Services

8.4.1   General

TRC ensures that the products, processes and services provided by external resources conform to our specified requirements. In order to achieve this, TRC applies certain controls to our external resources of products, processes and services when:

- Products and services from external providers are intended for incorporation into our products and services
- Products and services are provided directly to our customers by external providers on our behalf
- A process, or part of a process, is provided by external provider as a result of a decision by our company

TRC evaluates and selects our external providers based on their ability to provide processes or products and services in accordance with our requirements. TRC establishes criteria that we use for the selection, evaluation and re-evaluation of external resources of products, processes and services.

TRC maintains documented information (records) of the results of the evaluations and of any necessary actions arising from the evaluations.

Reference: MK-P-01 External Provider Approval & Monitoring

8.4.2   Type & Extent of Control

TRC ensures that the products, processes and services provided by external providers do not negatively affect our ability to deliver conforming products and services to our customers. TRC ensures that:

a) Externally provided processes are controlled by our QMS.
b) We define both the controls we apply to an external provider and the resulting output.
c) We take into consideration the potential impact of externally provided processes, products and services on our ability to repeatedly and reliably meet customer and statutory and regulatory requirements. The effectiveness of the controls applied to the external provider are also considered.
d) We determine the verification or other activities necessary to ensure that externally provided processes, products and services meet requirements.

Reference: WH-P-03 Receiving Process

8.4.3   Information for External Providers

TRC describes the products to be purchased and includes the following, as appropriate, in the purchasing information:

a) Requirements of product, processes and services to be provided
b) Requirements for qualification of personnel
c) Requirements for the approval of product, services, methods, processes equipment and the release of products and services
d) Competence including any required qualifications
e) External providers communication with our company
f) Verification and validation activities the we or our customers intend to perform at the external providers premises

Prior to communicating the purchase information to the external provider, TRC ensures that the purchase requirements are adequate.

Reverence: PU-P-01 Creating Purchase Orders

8.5 Production & Service Provision

8.5.1 Control of Production & Service Provision

TRC carries out our production and service provision under controlled conditions which include the following, as applicable:

a) Information that defines the characteristics of the product to be produced and the services to be provided as well as the results to be achieved
b) Necessary work instructions are available.
c) Suitable infrastructure and environment for the operation of processes
d) Monitoring and measuring equipment are available and used
e) Monitoring and measuring activities are implemented
f) Competent personnel including required qualifications
g) Implementation of actions to prevent human error
h) Product release, delivery and post-delivery activities are implemented.

In such special situations in which we cannot use monitoring or measurement activities to verify the output of our production and service provision, and, as a consequence, deficiencies become apparent only after the product is in use or the service has been delivered, TRC validates the processes of such production and service provision.

Reference: VA-P-01 Planning & Control of Production Orders

8.5.2 Identification & Traceability

TRC identifies products & outputs where appropriate, by suitable means throughout the operations.

TRC identifies the output status with respect to monitoring and measurement requirements throughout operations. In cases in which traceability is a requirement, TRC controls the unique identification of the output and maintains documented information (records) to enable traceability.

8.5.3 Property Belonging to Customers or External Providers

Whenever we have or use customers' or external provider's property, or whenever we have our customers' property under our control, TRC exercises care with such property. TRC identifies, verifies, protects and safeguards customer property that has been provided for use or incorporation into our product.

If despite all our care any customer property is lost, damaged or otherwise found unsuitable for use, TRC reports this to the customer or external provider and maintains documented information (records).

Reference: PU-P-02 Control of Customer and External Provider Property

8.5.4 Preservation

TRC preserves outputs during operations to the extent necessary to ensure conformity to requirements. Reservation may include but is not limited to identification, handling, contamination, packaging, storage, transmission, transportation and protection.

Reference: WH-P-01 Picking Process
               WH-P-02 Shipping Process
               WH-P-04 Product Put Away Process

8.5.5 Post Delivery Activities

Where applicable TRC ensures that we meet requirements for post-delivery activities associated with products and services. TRC may take into consideration, statutory and regulatory requirements, potential undesired consequences of our products and services, the nature, use and intended lifetime of our products and services, customer requirements and customer feedback when determining the extent of post-delivery activities required.

8.5.6 Control of Changes

TRC reviews and controls changes for operations to the degree necessary to ensure continuing conformity with requirements. Documented information (records) are retained that include the results of the reviews of changes, the person(s) authorizing the change and any necessary actions arising from reviews.

8.6 Release of Products and Services

TRC monitors and measures the characteristics of our products and services at appropriate states of the operations and in accordance with planned arrangements in order to verify that product and service requirements have been met. TRC maintains documented information (records) providing evidence of conformity to acceptance criteria; these records, also indicate the person(s) authorizing the release of our products for delivery to our customer.

Unless otherwise approved by a relevant authority and, where applicable, by the customer, TRC ensures that the release of our products and the delivery of services to our customer do not proceed until the planned arrangements have been satisfactorily completed.

Reference: VA-P-01 Planning & Control of Production Orders (Value Added Traveler Cover Sheet)

8.7 Control of Non-Conforming Outputs

8.7.1

TRC ensures that those outputs that do not conform to product requirements are identified and controlled so that their unintended use or delivery is prevented.

Actions are taken based on the nature of the non-conformity and its effect on the conformity of products and services. This also applies to nonconforming products and services detected after delivery of products and during or after provision of services.

Non-conforming outputs are dealt with in one or more ways including but not limited to:
- Correction
- Segregation, containment, return or suspension of provision of products and services
- Informing the customer
- Obtaining authorization for acceptance under concession

Conformity to requirements is verified after all corrections.

8.7.2

Documented information (records) are retained that includes, at a minimum:
- Description of the non-conformity
- Description of the actions taken
- Description of concessions obtained
- Identification of the authorized person(s) deciding the action in respect to the non-conformity

Reference: AD-P-06 Control of Non-Conformances
                    SA-P-02 RMA Process

9   PERFORMANCE EVALUATION

9.1   Monitoring, Measurement, Analysis & Evaluation

9.1.1   General

TRC has planned and implemented the monitoring, measurement, analysis and evaluation processes needed including:
- What needs to be monitored and measured
- The methods for monitoring, measurement, analysis and evaluation to ensure valid results
- When monitoring and measuring is performed
- When results from monitoring and measurement are analyzed and evaluated

The performance and effectiveness of the QMS is analyzed and documented information (records) are maintained as evidence of the results.

9.1.2   Customer Satisfaction

Customer satisfaction is one of the key indicators of the performance of our QMS. TRC, therefore, monitors information relating to our customers' perception as to whether TRC has met customer needs and expectations. The methods used to obtain and to use this information have been determined and established.

Reference: AD-P-05 Customer Satisfaction

9.1.3   Analysis & Evaluation

TRC determines, collects and analyzes appropriate data to demonstrate the suitability and effectiveness of our QMS, and to evaluate where improvement of the effectiveness of our QMS can be made. This data includes data generated as a result of our monitoring and measurement activities and from other relevant sources.

The analysis of data is designed to evaluate:
- Conformity to product & service requirements
- Customer Satisfaction
- Performance and effectiveness of the QMS
- Planning effectiveness
- Actions taken regarding risks and opportunities
- External providers
- The needs for improvement of the QMS

9.2 Internal Audit

9.2.1

Internal audits are conducted at planned intervals to provide information on whether the QMS conforms to our requirements, those of ISO 9001:2015 and whether it is effectively implemented and maintained.

9.2.2

The audit program is planned and established taking into consideration frequency, methods, responsibilities, planning, reporting, the status and importance of the areas being audited, organizational changes and the results of previous audits. Each audit has a defined scope and auditors are selected to ensure objectivity and impartiality of the audit process. Results of audits are reported to management and corrections and corrective actions are taken with undue delay. Documented information (records) are retained as evidence of the implementation of the audit program.

Reference: AD-P-03 Internal Audit

9.3 Management Review

9.3.1 General

Top management at TRC plans intervals at which it reviews our Quality Management System. Top management then reviews our Quality Management System at these intervals to ensure that the Quality Management System continues to be suitable, adequate, and effective and in alignment with our strategic direction.

9.3.2 Management Review Inputs
a) Previous management review actions
b) Changes in external or internal issues that are relevant
c) QMS performance and effectiveness including:
- Customer satisfaction and feedback from relevant interested parties
- Quality Objectives data
- Process performance and product & service conformity
- Nonconformities and corrective actions
- Monitoring and measurement results
- Audit results
- External provider performance

d) Adequacy of resources
e) Effectiveness of actions taken to assess risks and opportunities
f) Opportunities for improvement

9.3.3 Management Review Outputs
- Opportunities for improvement

- The need for changes to the QMS
- Resource needs

Documented information (records) are maintained as evidence of the results of Management review.

Reference: AD-P-02 Management Review

10   IMPROVEMENT

10.1 General

TRC determines and selects opportunities for improvement and implements actions to meet customer requirements and to enhance customer satisfaction including but not limited to:

- Improving products and services and addressing future needs and expectations
- Correcting, preventing and reducing undesired effects
- Improving the effectiveness of the QMS

10.2 Nonconformity & Corrective Action

10.2.1

When a non-conformity occurs including complaints TRC:
   a) Takes action to control and correct non-conformities and deals with the consequences appropriately.
   b) Evaluates the need for action to eliminate cause(s) to prevent recurrence elsewhere by review, analysis, identification of cause(s) and determining if similar non-conformities exist or could potentially occur.
   c) Implements actions as needed
   d) Reviews the effectiveness of actions taken
   e) Updates risks and opportunities as appropriate
   f) Makes any necessary changes to the QMS.

Corrective actions are appropriate to the frequency and severity of the non-conformities encountered.

Reference: AD-P-04 Corrective Action

10.2.2

Documented information (records) are retained as evidence of the nature of the non-conformities, actions taken and the results of the corrections and corrective action.

10.3 Continual Improvement

TRC strives to continually improve the suitability, adequacy and effectiveness of the QMS. We consider the results of analysis and evaluation and the outputs of management review to determine where there might be needs or opportunities to be addressed.