



# QUALITY MANUAL, REV 4.0

ISO 9001:2015

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## Approval

This document is a controlled document in its entirety and approved by:



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**President**

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## Revision History

Date (dd-mmm-year)	Revision	Description	Amendments	Requested by	QA Approval
31-Jan-2018	1.0	Original Document	Re-written	Management	QA
31-Jan-2019		No Changes		Yearly Update	RJN
2-Apr. 2020	2.0	Removed References to Erection and Servicing, General Revisions	Revised	Management	
15-Dec. 2020	3.0	Revised Manual to reflect changes related to S.O.A.R. & R.I.S.	Revised	Management	
12-Jan-2022	4.0	Revised manual to reflect changes related to QOBs	Revised	Management	

## Quality Management Systems — Requirements

This Quality Manual, together with the associated Quality Operational Bulletins describe the Quality Management System, and states the quality objectives and quality policies of Rubb, Inc.

This Quality Manual defines the principal features of the Quality Management System, including summaries of the Quality Operational Bulletins in operation. Implementation of the Quality Management System is controlled using the following quality documentation:

1. Quality Manual
2. Quality Operational Bulletins, QOBs
3. Quality Forms
4. Rubb Information System, RIS

This Quality Manual may be issued to Customers upon request as an uncontrolled copy. Issues of the Quality Procedures and Work Instructions are restricted to Company personnel, they are available for study by those authorized to audit or inspect on behalf of Customers or Assessment Body on Rubb, Inc. premises.

### 1.0 Scope

The design and manufacture of membrane covered framed structures.

### 2.0 Normative references

ISO 9001:2015, *Quality management systems — Fundamentals and vocabulary*

### 3.0 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9001:2015 apply.

## **4.0 Context of Rubb, Inc.**

### **4.1 Understanding Rubb, Inc. and its context**

Rubb, Inc. will determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

Rubb, Inc. will monitor and review information about these external and internal issues.

### **4.2 Understanding the needs and expectations of interested parties**

Due to their effect or potential effect on Rubb, Inc.'s ability to consistently provide products that meet customer and applicable statutory and regulatory requirements, Rubb, Inc. will determine:

1. the interested parties that are relevant to the quality management system;
2. the requirements of these interested parties that are relevant to the quality management system.

Rubb, Inc. will monitor and review information about these interested parties and their relevant requirements.

### **4.3 Determining the scope of the quality management system**

Rubb, Inc. will determine the boundaries and applicability of the quality management system to establish its scope.

When determining this scope, Rubb, Inc. will consider:

1. the external and internal issues referred to in 4.1;
2. the requirements of relevant interested parties referred to in 4.2;
3. the products of Rubb, Inc..

Rubb, Inc. will apply all the requirements of the International Standard (ISO 9001:2015) if they are applicable within the determined scope of its quality management system.

The scope of Rubb, Inc.'s quality management system will be available and be maintained as documented information. The scope will state the types of products covered and provide justification for any requirement of the ISO 9001:2015 Standard that Rubb, Inc. determines is not applicable to the scope of its quality management system.

Conformity to the ISO 9001:2015 Standard may only be claimed if the requirements determined as not being applicable do not affect Rubb, Inc.'s ability or responsibility to ensure the conformity of its products and the enhancement of customer satisfaction.



#### **4.4 Quality management system and its processes**

- 4.4.1 Rubb, Inc. will establish, implement, maintain, and continually improve its quality management system, including the processes needed and their interactions, in accordance with the requirements of ISO 9001:2015 Standard.

Rubb, Inc. will determine the processes needed for the quality management system and their application throughout Rubb, Inc., and will:

1. determine the inputs required and the outputs expected from these processes;
2. determine the sequence and interaction of these processes;
3. determine and apply the criteria and methods (including monitoring, measurements, and related performance indicators) needed to ensure the effective operation and control of these processes;
4. determine the resources needed for these processes and ensure their availability;
5. assign the responsibilities and authorities for these processes;
6. address the risks and opportunities as determined in accordance with the requirements of [6.1](#);
7. evaluate these processes and implement any changes needed to ensure that these processes achieve their intended results;
8. improve the processes and the quality management system.

**4.4.2 To the extent necessary, Rubb, Inc. will:**

1. maintain documented information to support the operation of its processes;
2. retain documented information to have confidence that the processes are being carried out as planned.

## 5.0 Leadership

### 5.1 Leadership and commitment

#### 5.1.1 General

Rubb, Inc.'s top management will demonstrate leadership and commitment with respect to the quality management system by:

1. taking accountability for the effectiveness of the quality management system;
2. ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of Rubb, Inc.
3. ensuring the quality management system requirements are integrated into the Rubb, Inc.'s business processes;
4. promoting the use of the process approach and risk-based thinking;
5. ensuring that the resources needed for the quality management system are available;
6. communicating the importance of effective quality management and conforming to the quality management system requirements;
7. ensuring that the quality management system achieves its intended results;
8. engaging, directing, and supporting persons to contribute to the effectiveness of the quality management system;
9. promoting improvement;
10. supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

#### 5.1.2 Customer focus

Rubb, Inc.'s top management will demonstrate leadership and commitment with respect to customer focus by ensuring that:

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

## 5.2 Policy

### 5.2.1 Establishing the quality policy

The quality policy of Rubb, Inc. is **“To consistently exceed customer expectations through continuous improvement of the products we provide”**. Top management will establish, implement, and maintain a quality policy that:

1. is appropriate to the purpose and context of Rubb, Inc. and supports its strategic direction;
2. provides a framework for setting quality objectives;
3. includes a commitment to satisfy applicable requirements;
4. includes a commitment to continually improvement the quality management system.

This quality policy will be evaluated at management review meetings to ensure the stated objectives are being achieved.

### 5.2.2 Communicating the quality policy

The quality policy will:

1. be available and be maintained as documented information;
2. be communicated, understood, and applied, within Rubb, Inc.;
3. be available to relevant interested parties, as appropriate.

### 5.3 Rubb, Inc. roles, responsibilities, and authorities

Rubb, Inc. top management will ensure that the responsibilities and authorities for relevant roles are assigned, communicated, and understood within Rubb, Inc.

Top management will assign the responsibility and authority for:

1. ensuring that the quality management system conforms to the requirements of the ISO 9001:2015 Standard;
2. ensuring that the processes are delivering their intended outputs;
3. reporting on the performance of the quality management system and on opportunities for improvement (see 10.1, in particular) to top management;
4. ensuring the promotion of customer focus throughout Rubb, Inc.;
5. ensuring that the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

## 6.0 Planning

### 6.1 Actions to address risks and opportunities

**6.1.1** When planning for the quality management system, Rubb, Inc. will consider the issues referred to in 4.1 and the requirements referred to in 4.2 and determine the risks and opportunities that need to be addressed:

1. give assurance that the quality management system can achieve its intended result(s);
2. enhance desirable effects;
3. prevent, or reduce, undesired effects;
4. achieve improvement.

**6.1.2** Rubb, Inc. will plan:

1. actions to address these risks and opportunities;
2. how to:
  - a) integrate and implement the actions into its quality management system processes (see 4.4);
  - b) evaluate the effectiveness of these actions.

Actions taken to address risks and opportunities will be proportionate to the potential impact on the conformity of products.

## **6.2 Quality objectives and planning to achieve them**

**6.2.1** Rubb, Inc. will establish quality objectives at relevant functions, levels, and processes needed for the quality management system.  
The quality objectives will:

1. be consistent with the quality policy;
2. be measurable;
3. take into account applicable requirements;
4. be relevant to conformity of products and services and to enhancement of customer satisfaction;
5. be monitored;
6. be communicated;
7. be updated as appropriate.

Rubb, Inc. will maintain documented information on the quality objectives.

**6.2.2** When planning how to achieve its quality objectives, Rubb, Inc. will determine:

1. what will be done;
2. what resources will be required;
3. who will be responsible;
4. when it will be completed;
5. how the results will be evaluated.

## 6.3 Planning of changes

When Rubb, Inc. determines the need for changes to the quality management system, the changes will be carried out in a planned manner as referred in 4.4.

Rubb, Inc. will consider:

1. the purpose of the changes and their potential consequences;
2. the integrity of the quality management system;
3. the availability of resources;
4. the allocation or reallocation of responsibilities and authorities.

## 7.0 Support

### 7.1 Resources

#### 7.1.1 General

Rubb, Inc. will determine and provide the resources needed for the establishment, implementation, maintenance, and continual improvement of the quality management system.

Rubb, Inc. will consider:

1. the capabilities of, and constraints on, existing internal resources;
2. what needs to be obtained from external providers.

#### 7.1.2 People

Rubb, Inc. will determine and provide the persons necessary for the effective implementation of its quality management system and for the operation and control of its processes.

#### 7.1.3 Infrastructure

Rubb, Inc. will determine, provide, and maintain the infrastructure necessary for the operation of its processes and to achieve conformity of products.

Infrastructure can include:

1. buildings and associated utilities;
2. equipment, including hardware and software;

3. transportation resources;
4. information and communication technology.

#### **7.1.4 Environment for the operation of processes**

Rubb, Inc. will determine, provide, and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

A suitable environment can be a combination of human and physical factors, such as:

1. social (e. g. non-discriminatory, calm, non-confrontational);
2. psychological (e. g. stress-reducing, burnout prevention, emotionally protective);
3. physical (e. g. temperature, heat, humidity, light, airflow, hygiene, noise).

These factors can differ substantially depending on the products provided.

#### **7.1.5 Monitoring and measuring resources**

##### **7.1.5.1 General**

Rubb, Inc. will determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products to requirements.

Rubb, Inc. will ensure that the resources provided:

1. are suitable for the specific type of monitoring and measurement activities being undertaken;
2. are maintained to ensure their continuing fitness for their purpose.

Rubb, Inc. will retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

##### **7.1.5.2 Measurement traceability**

When measurement traceability is a requirement, or is considered by Rubb, Inc. to be an essential part of providing confidence in the validity of measurement results, measuring equipment will be:

1. calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification will be retained as documented information;

2. identified, in order, to determine their status;
3. safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

Rubb, Inc. will determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose and will take appropriate action, as necessary.

#### **7.1.6 Rubb, Inc. knowledge**

Rubb, Inc. will determine the knowledge necessary for the operation of its processes and to achieve conformity of products.

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

When addressing changing needs and trends, Rubb, Inc. will consider its current knowledge and determine how to acquire or access any necessary additional knowledge and required updates.

NOTE 1 Rubb, Inc. all knowledge specific to Rubb, Inc.; it is generally gained by experience. It is information that is used and shared to achieve Rubb, Inc.'s objectives.

NOTE 2 Rubb, Inc. all knowledge can be based on:

1. internal sources (e. g. intellectual property; knowledge gained from experience; lessons learned from failures and successful projects; capturing and sharing undocumented knowledge and experience; the results of improvements in processes and products);
2. external sources (e. g. standards; academia; conferences; gathering knowledge from customers or external providers).

## **7.2 Competence**

Rubb, Inc. will:

1. determine the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system;
2. ensure that these persons are competent, on the basis, of appropriate education, training, or experience;
3. where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;
4. retain appropriate documented information as evidence of competence.



### 7.3 Awareness

Rubb, Inc. will ensure that persons doing work under Rubb, Inc.'s control are aware of:

1. the quality policy;
2. relevant quality objectives;
3. their contribution to the effectiveness of the quality management system, including the benefits of improved performance;
4. the implications of not conforming with the quality management system requirements.

### 7.4 Communication

Rubb, Inc. will determine the internal and external communications relevant to the quality management system, including:

1. on what it will communicate;
2. when to communicate;
3. with whom to communicate;
4. how to communicate;
5. who communicates.

## **7.5 Documented information**

### **7.5.1 General**

Rubb, Inc.'s quality management system will include:

1. documented information required by the International Standard;
2. documented information determined by Rubb, Inc. as being necessary for the effectiveness of the quality management system.

### **7.5.2 Creating and updating**

When creating and updating documented information, Rubb, Inc. will ensure appropriate:

1. identification and description (e. g. a title, date, author, or reference number);
2. format (e. g. language, software version, graphics) and media (e.g. paper, electronic);
3. review and approval for suitability and adequacy.

### **7.5.3 Control of documented information**

**7.5.3.1** Documented information required by the quality management system and by the International Standard will be controlled to ensure:

1. it is available and suitable for use, where and when it is needed;
2. it is adequately protected (e. g. from loss of confidentiality, improper use, or loss of integrity).

**7.5.3.2** For the control of documented information, Rubb, Inc. will address the following activities, as applicable:

1. distribution, access, and retrieval and use;
2. storage and preservation, including preservation of legibility.
3. control of changes.

Documented information of external origin determined by Rubb, Inc. to be necessary for the planning and operation of the quality management system will be identified as appropriate, and be controlled.

Documented information retained as evidence of conformity will be protected from unintended alterations.

## **8.0 Operation**

### **8.1 Operational planning and control**

Rubb, Inc. will plan, implement, and control the processes (see 4.4) needed to meet the requirements for the provision of products, and to implement the actions determined in Clause 6, by:

1. determining the requirements for the products and services;
2. establishing criteria for:
  - a) the processes;
  - b) the acceptance of products;
3. determining the resources needed to achieve conformity to the product requirements;
4. implementing control of the processes in accordance with the criteria;
5. determining, maintaining, and retaining documented information to the extent necessary:
  - a) to have confidence that the processes have been carried out as planned;
  - b) to demonstrate the conformity of products to their requirements.

The output of this planning will be suitable for Rubb, Inc.'s operations.

Rubb, Inc. will control planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects, as necessary.

Rubb, Inc. will ensure that outsourced processes are controlled (see 8.4).

## **8.2 Requirements for products**

### **8.2.1 Customer communication**

Communication with customers will include:

1. providing information relating to products;
2. handling inquiries, contracts, or orders, including changes;
3. obtaining customer feedback relating to products, including customer complaints;
4. handling or controlling customer property;
5. establishing specific requirements for contingency actions, when relevant.

### **8.2.2 Determining the requirements for products**

When determining the requirements for the products to be offered to customers, Rubb, Inc. will ensure that:

1. the requirements for the products are defined, including:
  - a) any applicable statutory and regulatory requirements;
  - b) those considered necessary by Rubb, Inc.;
2. Rubb, Inc. can meet the claims for the products it offers.

### **8.2.3 Review of the requirements for products**

**8.2.3.1** Rubb, Inc. will ensure that it has the ability, to meet the requirements for products to be offered to customers. Rubb, Inc. will conduct an initial review, to determine if the request falls within our scope of work, and an additional review before committing to supply products to a customer, to include:

1. requirements specified by the customer, including the requirements for delivery and post-delivery activities;
2. requirements not stated by the customer, but necessary for the specified or intended use, when known;
3. requirements specified by Rubb, Inc.;
4. statutory and regulatory requirements applicable to the products;
5. contract or order requirements differing from those previously expressed.

Rubb, Inc. will ensure that contract or order requirements differing from those previously defined are resolved.

The customer's requirements will be confirmed by Rubb, Inc. before acceptance, when the customer does not provide a documented statement of their requirements.

**8.2.3.2** Rubb, Inc. will retain documented information, as applicable:

1. of the results, of the review,
2. on any new requirements for the products and services.

#### **8.2.4 Changes to requirements for products and services**

Rubb, Inc. will ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products are changed.

### **8.3 Design and development of products**

#### **8.3.1 General**

Rubb, Inc. will establish, implement, and maintain a design and development process that is appropriate to ensure the subsequent provision of products.

#### **8.3.2 Design and development planning**

In determining the stages and controls for design and development, Rubb, Inc. will consider:

1. the nature, duration and complexity of the design and development activities
2. the required process stages, including applicable design and development reviews
3. the required design and development verification and validation activities
4. the responsibilities and authorities involved in the design and development process
5. the internal and external resource needs for the design and development of products
6. the need to control interfaces between persons involved in the design and development process
7. the need for involvement of customers and users in the design and development process
8. the requirements for subsequent provision of products and, the level of control expected for the design and development process by customers and other relevant interested parties
9. the documented information needed to demonstrate that design and development requirements have been met.

#### **8.3.3 Design and development inputs**

Rubb, Inc. will determine the requirements essential for the specific types of products to be designed and developed. Rubb, Inc. will consider:

1. functional and performance requirements
2. information derived from previous similar design and development activities
3. statutory and regulatory requirements
4. standards or codes of practice that Rubb, Inc. has committed to implement
5. potential consequences of failure due to the nature of the products. Inputs will be adequate for design and development purposes, complete and unambiguous. Conflicting design and development inputs will be resolved.

Rubb, Inc. will retain documented information on design and development inputs.

#### **8.3.4 Design and development controls**

Rubb, Inc. will apply controls to the design and development process to ensure that:

1. the results to be achieved are defined
2. reviews are conducted to evaluate the ability of the results of design and development to meet requirements
3. verification activities are conducted to ensure that the design and development outputs meet the input requirements
4. validation activities are conducted to ensure that the resulting products meet the requirements for the specified application or intended use
5. any necessary actions are taken on problems determined during the reviews, or verification and validation activities
6. documented information of these activities is retained.

### **8.3.5 Design and development outputs**

Rubb, Inc. will ensure that design and development outputs:

1. meet the input requirements
2. are adequate for the subsequent processes for the provision of products
3. include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria
4. specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

Rubb, Inc. will retain documented information on design and development outputs.

### **8.3.6 Design and development changes**

Rubb, Inc. will identify, review and control changes made during or subsequent to, the design and development of products, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

Rubb, Inc. will retain documented information on:

- 1) design and development changes
- 2) the results of reviews,
- 3) the authorization of the changes,
- 4) the actions taken to prevent adverse impacts.

## **8.4 Control of externally provided processes, products**

### **8.4.1 General**

Rubb, Inc. will ensure that externally provided processes, products conform to requirements.

Rubb, Inc. will determine the controls to be applied to externally provided processes, products when:

- 1) products from external providers are intended for incorporation into Rubb, Inc.'s own products
- 2) products are provided directly to the customer(s) by external providers on behalf of Rubb, Inc.
- 3) a process, or part of a process, is provided by an external provider, as a result of a decision by Rubb, Inc.

Rubb, Inc. will determine and apply criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products in accordance with

requirements. Rubb, Inc. will retain documented information of these activities and any necessary actions arising from the evaluations.

#### **8.4.2 Type and extent of control**

Rubb, Inc. will ensure that externally provided processes, products do not adversely affect Rubb, Inc.'s ability to consistently deliver conforming products to its customers.

Rubb, Inc. will:

- 1) ensure that externally provided processes remain within the control of its quality management system
- 2) define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output
- 3) take into consideration:
  - 4) the potential impact of the externally provided processes, products on Rubb, Inc.'s ability to consistently meet customer and applicable statutory and regulatory requirements
  - 5) the effectiveness of the controls applied by the external provider
- 6) determine the verification, or other activities, necessary to ensure that the externally provided processes, products meet requirements.

#### **8.4.3 Information for external providers**

Rubb, Inc. will ensure the adequacy of requirements prior to their communication to the external provider.

Rubb, Inc. will communicate to external providers its requirements for: a) the processes, products to be provided; b) the approval of:

1. products
2. methods, processes, and equipment
3. the release of products
4. competence, including any required qualification of persons
5. the external providers' interactions with Rubb, Inc.
6. control and monitoring of the external providers' performance to be applied by Rubb, Inc.
7. verification or validation activities that Rubb, Inc., or its customer, intends to perform at the external providers' premises.



## **8.5 Production provision**

### **8.5.1 Control of production provision**

Rubb, Inc. will implement production provision under controlled conditions. Controlled conditions will include, as applicable:

1. the availability of documented information that defines:
  - a) the characteristics of the products to be produced, the services to be provided, or the activities to be performed
  - b) the results to be achieved
2. the availability and use of suitable monitoring and measuring resources
3. the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products, have been met
4. the use of suitable infrastructure and environment for the operation of processes
5. the appointment of competent persons, including any required qualification
6. the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production provision, where the resulting output cannot be verified by subsequent monitoring or measurement
7. the implementation of actions to prevent human error
8. the implementation of release, delivery, and post-delivery activities.

### **8.5.2 Identification and traceability**

Rubb, Inc. will use suitable means to identify outputs when it is necessary to ensure the conformity of products.

Rubb, Inc. will identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

Rubb, Inc. will control the unique identification of the outputs when traceability is a requirement and will retain the documented information necessary to enable traceability.

### **8.5.3 Property belonging to customers or external providers**

Rubb, Inc. will exercise care with property belonging to customers or external providers while it is under Rubb, Inc.'s control or being used by Rubb, Inc.

Rubb, Inc. will identify, verify, protect, and safeguard customers' or external providers' property provided for use or incorporation into the products.

When the property of a customer or external provider is lost, damaged, or otherwise found to be unsuitable for use, Rubb, Inc. will report this to the customer or external provider and retain documented information on what has occurred.

#### **8.5.4 Preservation**

Rubb, Inc. will preserve the outputs during production provision, to the extent necessary to ensure conformity to requirements.

#### **8.5.5 Post-delivery activities**

Rubb, Inc. will meet requirements for post-delivery activities associated with the products. In determining the extent of post-delivery activities that are required, Rubb, Inc. will consider:

1. statutory and regulatory requirements
2. the potential undesired consequences associated with its products
3. the nature, use and intended lifetime of its products
4. customer requirements
5. customer feedback.

#### **8.5.6 Control of changes**

Rubb, Inc. will review and control changes for production provision, to the extent necessary to ensure continuing conformity with requirements.

Rubb, Inc. will retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

## 8.6 Release of products

Rubb, Inc. will implement planned arrangements, at appropriate stages, to verify that the product requirements have been met.

The release of products to the customer will not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer. Rubb, Inc. will retain documented information on the release of products. The documented information will include:

1. evidence of conformity with the acceptance criteria;
2. traceability to the person(s) authorizing the release.

## 8.7 Control of nonconforming outputs

**8.7.1** Rubb, Inc. will ensure that outputs that do not conform to their requirements are identified and controlled, before and after release to the customer, to prevent their unintended use.

Rubb, Inc. will take appropriate action based on the nature of the nonconformity and its effect on the conformity of products. This will also apply to nonconforming products detected after delivery of products.

Rubb, Inc. will deal with nonconforming outputs in one or more of the following ways:

1. correction;
2. segregation, containment, return or suspension of provision of products;
3. informing the customer;
4. obtaining authorization for acceptance under concession.

Conformity to the requirements will be verified when nonconforming outputs are corrected.

**8.7.2** Rubb, Inc. will retain documented information that:

1. describes the nonconformity;
2. describes the actions taken;
3. describes any concessions obtained;
4. identifies the authority deciding the action in respect of the nonconformity.

## **9.0 Performance evaluation**

### **9.1 Monitoring, measurement, analysis, and evaluation**

#### **9.1.1 General**

Rubb, Inc. will determine:

1. what needs to be monitored and measured;
2. the methods for monitoring, measurement, analysis, and evaluation needed to ensure valid results;
3. when the monitoring and measuring will be performed;
4. when the results from monitoring and measurement will be analyzed and evaluated.

Rubb, Inc. will evaluate the performance and the effectiveness of the quality management system.

Rubb, Inc. will retain appropriate documented information as evidence of the results.

#### **9.1.2 Customer satisfaction**

Rubb, Inc. will monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled. Rubb, Inc. will determine the methods for obtaining, monitoring and reviewing this information.

#### **9.1.3 Analysis and evaluation**

Rubb, Inc. will analyze and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis will be used to evaluate:

1. conformity of products;
2. the degree of customer satisfaction;
3. the performance and effectiveness of the quality management system;
4. if planning has been implemented effectively;
5. the effectiveness of actions taken to address risks and opportunities;
6. the performance of external providers;
7. the need for improvements to the quality management system.

## 9.2 Internal Audit

**9.2.1** Rubb, Inc. will conduct internal audits at planned intervals to provide information on whether the quality management system:

1. conforms to:
  - a) Rubb, Inc.'s own requirements for its quality management system;
  - b) the requirements of this International Standard;
  - c) is effectively implemented and maintained.

**9.2.2** Rubb, Inc. will:

1. plan, establish, implement, and maintain an audit program including the frequency, methods, responsibilities, planning requirements and reporting, which will take into consideration the importance of the processes concerned, changes affecting Rubb, Inc., and the results of previous audits
2. define the audit criteria and scope for each audit
3. select auditors and conduct audits to ensure objectivity and the impartiality of the audit process
4. ensure that the results of the audits are reported to relevant management
5. take appropriate correction and corrective actions without undue delay
6. retain documented information as evidence of the implementation of the audit program and the audit results.

## **9.3 Management review**

### **9.3.1 General**

Top management will review Rubb, Inc.'s quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of Rubb, Inc.

### **9.3.2 Management review inputs**

The management review will be planned and carried out taking into consideration:

1. the status of actions from previous management reviews;
2. changes in external and internal issues that are relevant to the quality management system;
3. information on the performance and effectiveness of the quality management system, including trends in:
  - a) customer satisfaction and feedback from relevant interested parties;
  - b) the extent to which quality objectives have been met;
  - c) process performance and conformity of products and services;
  - d) nonconformities and corrective actions;
  - e) monitoring and measurement results;
  - f) audit results;
  - g) the performance of external providers;
4. the adequacy of resources;
5. the effectiveness of actions taken to address risks and opportunities (see [6.1](#));
6. opportunities for improvement.

### **9.3.3 Management review outputs**

The outputs of the management review will include decisions and actions related to:

1. opportunities for improvement;
2. any need for changes to the quality management system;
3. resource needs.

Rubb, Inc. will retain documented information as evidence of the results of management reviews.

## **10.0 Improvement**

### **10.1 General**

Rubb, Inc. will determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These will include:

1. improving products to meet requirements as well as to address future needs and expectations;
2. correcting, preventing, or reducing undesired effects;
3. improving the performance and effectiveness of the quality management system.

### **10.2 Nonconformity and corrective action**

**10.2.1** When a nonconformity occurs, including any arising from complaints, Rubb, Inc. will:

1. react to the nonconformity, as applicable:
  - a) take action to control and correct it;
  - b) deal with the consequences;
2. evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
  - a) reviewing and analyzing the nonconformity;
  - b) determining the causes of the nonconformity;
  - c) determining if similar nonconformities exist, or could potentially occur;
3. implement any action needed;
4. review the effectiveness of any corrective action taken;
5. update risks and opportunities determined during planning, if necessary;
6. make changes to the quality management system, if necessary.

Corrective actions will be appropriate to the effects of the nonconformities encountered.

**10.2.2** Rubb, Inc. will retain documented information as evidence of:

1. the nature of the nonconformities and any subsequent actions taken;
2. the results of any corrective action.

### **10.3 Continual improvement**

Rubb, Inc. will continually improve the suitability, adequacy and effectiveness of the quality management system.

Rubb, Inc. will consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that will be addressed as part of continual improvement.

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