

Brenda  
Boyles  
6-4-19

**Rick Dibbern**

Very complimentary of Jim Negro who had recently set up the shipping area separate from the receiving area. Inquired what receiving does with their paper i.e. packings slip or shipping BOL's or other data. Indicated it is saved which he files away periodically

Observed Rick Dibbern using forklift; all though he indicated he is certified to use forklift; there has nothing documented in training log. Per Rick training consisted of watching a video, no certification card has been issued with expiration date and no follow up has been completed with him.

Indicated that the following individuals are also able to operate forklift Brandon Foley, Penny Wethington; Mark Zachman; Rick Hardeman

Noticed that Rick was placing on the side of the receiving table things which were meant for Quality / Julie; observed a DSI 594342 /DEI 594284; there were several other papers which were for her attention. There was no specific area or box these items were being placed; could see where they could easily be lost by just placing them on the table.

**Production Area**

Noticed all individuals which were populating the PCB's for J/O # 588698 using paper instructions; when asked how they obtain the paper instructions it was indicated that Lisa Bennett-Colley prints them and then they are destroyed once the job is completed. These printed out documents would be considered an un-controlled document; suggestion would be to write an expiration date on these paper instructions when printed in the event they do not get destroyed.

**Mary Burnett**

Returned has returned to Dee is in sales, she indicated that Jeff Winders has been working with her and conducting training; observed that no training has been entered in the training log; Mary was confused as to what CAR system to use, she shared CAR 1146 to review and didn't know if she entered in the correct location; indicated JW would be able to assist on this topic if there were future questions.

**Ray Bengge**

stopped auditor to visit; he had specific questions he wanted answered; i.e. who would be doing OSHA audits and other audits; shared I was I was conducting ISO audit; but this audit was not focusing on OSHA , told Ray I would offer his questions as suggestions.

### Lisa Bennett – Colley / QA

Observed the inspection process on the w/o 587821; she was doing the first step inspection for placement on components prior to it be staged to the next for process which was populating the remainder of the components on the PCB.

When asked about it was indicated she completes the revision changes for work instructions; these revision changes can come from Rick which is typically a customer request and he will communicated via e-mail so there is a documentation trail or at times they come in the form of suggestions from production. She pointed out where she has a "process change box" which is where suggestions from the floor are put. She indicated that suggestions from the floor are as simple fixes, but they are very important to the production folks because they feel it makes their processes easier.

When asked about training of production assemblers she indicated that there are times that she will conduct training as a group or individual if required. She shared these types of situations typically come from her observations or occasionally she will get input from Rick Hardeman.

### Carter Kowley

Carter walked me through the testing process he was performing on 589348; was using a test fixture which he had programmed to testing board; he was finding that there were PCB's that were placed incorrectly. When asked how this was going to be fixed it was indicated that he would be fixing the problem himself and not returning to production.

When asked how this would be documented he has a sheet and will place in a file located in the testing area; copy of sheet is attached sheet has no reference of part number; dates or who performed the test process

### Penny Wethington

Penny asked what system that she should be using for the vendor errors; CAR or MRBA system; suggested that the CAR system be used, but Brandon would be able to assist more clearly on these topic

Penny indicated she has been entering a fair amount of CAR's on vendors, but she has been expected to work these CAR's also

Penny indicated she has been assisting Quality in cycle counts; asked if there were a lot of cycle counts; which Penny indicated there weren't it's just that she felt Quality struggles with the process which forces her to get involved because she wishes to help

### **Rick Hardeman**

Complimented Rick on his team as auditor indicated that they seemed much more comfortable and relaxed during this audit. He was appreciative of the feedback and glad to see someone had noticed because they had struggled with some of the changes.

Where are customer ECO's kept? per Rick in their auto cad files;

Rick also communicates these types of changes to Lisa/QA so she can perform any updates required to work instructions.

He will communicate with production employees if need be on CAR's / errors but most times this left to Lisa/QA; brought up CAR 7108 to discuss as the this was going to be a situation where the individual would require further training; but no further data had been entered to the document indicating as such; when asked about training he indicated that Kevin goes to get retrained every couple years on soldering certification; this is the only training he is aware of.

He does not do any review of employee training as he indicated their training is not documented

He does not do any monitoring of vendor defects; as custom parts have been pre-arranged by most customers. He indicated that he is not aware of any serious vendor errors other than one by a company named Tenco (sp) out of St Louis; indicated that for a few years they had been experiencing coating issues on casting with then. He recently has worked with Todd and they will be moving this business to Shine-link.

### **Julie Olsen**

Julie still feels inadequate in performing Quality responsibilities, but she does admit she harder on herself because she doesn't fully understand the Quality process.

She shared she is copied on numerous weekly reports and doesn't know if they are necessary or not; when it was asked what reports the only one specific was the Open CAR's report.

She is not aware of any Moline training or tooling logs being used

Reviewed CAR's 1147; parts were on her desk; defect was clear the wires had been pulled from the sockets. Believe the product may have been JST as it was subminiature. When asked about a corrective from the supplier, Julie indicated she didn't know how to get one; yet she indicated she had the 8 D report.

Discussed 7104 which was a vendor error and she indicated that she doesn't work CAR's in the MRBA system; that Brandon needed to work this;

She also commented on the IT delay for projects

**Brandon Foley**

The following questions were asked of Brandon

Have you read the Harrington QM – NO

Communicate with employees on CAR's – Yes

Do you provide employee performance evaluations; yes; just completed a grouping of them

Mentioned to him that I notice several CAR's in the MRBA system which were indicating he was responsible for. He indicated that prior to an audit that Mark Zachman had entered a grouping of CAR's which may have been unnecessary done, and he would not be working them as he does not have the time.

Would like to see clear definition as to who should be working CAR's; any CAR as he indicated that CAR's and cycle counts tend to be worked mostly by Penny.

Examples;

7096 – Vendor Error worked by Penny

7111 – Vendor Error worked by Penny

7101 – Vendor Error worked by Penny

7093 – vendor error; no activity documented

7091 – vendor error; no activity documented

## Suggestions

Training and tooling logs are not being utilized

No specific area for product to be located when returned on RMA

Receiving was placing on the side of the receiving table things intended for Quality observed a DSI 594342 /DEI 594284; there were several other items set aside for quality; Suggestion a designated area so they do not get misplaced

Ray Benge; Complete OSHA audit

Mary Burnett; when entering ordered and a customer has multiple customer entries, she references John Deere as the example; is there a way that there could be a reminder to ensure that the correct John Deer account has been selected when entering a sales order

Penny Wethington; would like to see quicker turn on IT projects; as she indicated there are many, but they are forgotten by the time they have been implemented

Julie Olsen; would like to see the Non-conforming area in the receiving area cleaned out and product thrown away as disposition of the materials has been made. She feels Brandon should do it; Brandon feels that is a Quality process.

Brandon Foley; would like to see clear definition as to who should be working CAR's; he indicated that CAR's and cycle counts tend to be worked mostly by Penny. Would also like to see clear definition as what CAR system to be using as it is confusing to most everyone.

HSI Test Department Historical PCB Problems Sheet

Description:	Part Number:	Problem Found:	Jally
Symptom:			
VR1 won't adjust LEDs don't come on		U10 pin 1 (110), U10 solder Bridge U8 Bad	
VR1 won't adjust 10.2V <sup>PK-PK</sup> LEDs don't come on		all time: T1 bad. U1 pin 12 shorted.	
all LEDs RN1 RN2 at Test Fixture on		won't Reset - U3	U6 b.
LED6 not on		U3 bad	
LED3 4-5-6 not on		U2 bad	
A LED on all time no input set		RN1 backward	
24V drop down 3.5V at pwr supply		C17-C18 shorted	
No 3V p-pk		U10 pin 2-3 shorted T1 open pin	
LED 4 "on" when 7r8 are set		U2 wrong part	

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## 7.3 AWARENESS

Personnel are kept aware of the quality policy, quality objectives, and their contribution to the effectiveness of the quality management system, including non-conformances, through regular production meetings, individual corrective action communications, company newsletter, or quality training.

Reference Procedure:

QP7301 – Awareness Processes

*5/22/19  
Few members of  
the management team  
have reviewed  
Quality Manual  
start to finish*

### Revision History:

Revision	Date	Description of Changes	Approved By
0.0	07/03/17	Initial Release	Jim Theesfeld
1.0	8/17/18	Digitized version	Todd Gifford





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## QP1210 RECEIVING AND INSPECTION

**Policy:** Harrington Signal Inc. shall determine if products meet specified requirements prior to their use, if possible and practicable.

**Purpose:** To define appropriate methods for receiving materials, components, parts, finished goods, etc., inspecting them when required, and determining their disposition.

**Scope:** This procedure applies to receipt of all incoming items.

**Responsibilities:** Receiving Personnel are responsible for receiving materials; inspecting for correct items, quantities, and possible damage/nonconformity; stocking items; and forwarding paperwork to Purchasing (issues with incoming product) or Accounting (paperwork).

Rick Dubbier  
observed  
receipt of  
PO 101938

Accounts Payable is responsible for paying invoices.

A/P are  
sent to acct  
in DM  
office

scanned product  
to shelf before  
placing

The Purchasing Department is responsible for contacting vendors in case of damaged shipments or discrepancies.

Quality is responsible for conducting *detailed* examinations of incoming materials when required; recommending acceptance or rejection of goods to the Purchasing Manager or designate.

Lisa Bennett - Colley will  
inspect new or incoming materials if  
wanted

Receiving  
was not aware  
of any product  
shipped with  
required  
CoFA or CoC

Certificate of Analysis (C of A) – External providers written statement, authorized by contract or purchase order, certifying that supplies or services comply with contract requirements based on quantitative instrumented physical or chemical analysis of representative samples taken from the shipment accompanying the certificate.

Certificate of Conformance (C of C) – External providers written statement, authorized by contract or purchase order, certifying that supplies or services comply with contract requirements, signed by a responsible individual, and displaying part number and version number, buyer’s purchase order (PO) number, PO date, and PO revision number. Also called “Certificate of Compliance”.

**Definitions:**

Direct-to-stock (DTS) – Parts/supplies placed directly into stock without inspection; done to reduce duplicate inspections *and* where a vendor has a history of providing satisfactory quality.

First article inspection (FAI) – Process monitoring of key characteristics to ensure that parts can be manufactured continually, inexpensively, in compliance with specifications, and with minimum variation.

Positive recall – Where incoming product is released for urgent production purposes prior to verification, it is positively identified and recorded in order to permit immediate recall and replacement in the event it is found not in conformance to specified requirements.

**Procedure:**

## 1.0 RECEIVING AND STOCKING

1.1 Receiving shall review all incoming shipment documentation against purchasing expectations (see QP1220 PURCHASING) and communicate such discrepancies to the Purchasing Department.

1.2 Receiving shall visually inspect all incoming shipments for possible damage.

- Rick inspects for damages from shipping upon receipt, will follow procedures from here*
- If damage is apparent (e.g., packaging is dented or punctured, leakage is evident), Receiving should notify the Purchasing Department and move the suspect shipment to the appropriate holding area for determination of disposition, in accordance with QP1030 CONTROL OF NONCONFORMING OUTPUTS.
  - Management shall determine if a damaged shipment may be conditionally accepted and damaged items returned or the entire shipment is to be rejected and returned. The Purchasing Department shall file claims against the shipper, where applicable.
  - If the shipment shows no signs of damage:

Information on the packing slip shall be matched with the incoming shipment; and Item inventory shall be updated.

1.3 Where the vendor and Harrington Signal Inc. have a “direct-to-stock” agreement in place, Receiving shall move incoming items directly to their appropriate storage area(s).

1.4 For items that must undergo a detailed inspection to conform to contractual or other requirements, Receiving shall notify Quality and move the shipment to the appropriate holding area.

1.5 Receiving shall update the computer System with the appropriate information, move incoming items to their appropriate storage areas, and forward

the packing slip to Accounts payable for reconciliation with the related purchase invoice.

1.6 Receiving shall not place parts, components, supplies, etc., into inventory unless they are found to conform to specified requirements, unless they are released under *positive recall* or are DTS items.

## 2.0 DETAILED INSPECTION

2.1 A first article inspection (FAI) report may be required on some items (e.g., new parts, part revisions). If Harrington Signal Inc. requires an FAI report of the vendor, the Purchasing Manager shall verify that it addresses Harrington Signal Inc.'s requirements.

2.2 If multiple part numbers are included in a shipment, each part will be segregated and handled (e.g., inspected, put into stock) according to applicable requirements.

2.3 The Quality Inspector shall record found nonconformities (nonconforming red tag), review the event/situation and place those products “on hold” in accordance with QP1030 CONTROL OF NONCONFORMING OUTPUTS.

Regardless of that determination, the Quality Inspector shall maintain this record for vendor evaluation, in accordance with QP1120 EXTERNAL PROVIDER EVALUATION. The Purchasing Manager shall be notified of nonconforming product by the Quality Inspector.

*Josia Bennett-Colley conducts QA audits on parts prior to shipments and documents findings*

2.4 The Quality Inspector shall stamp acceptable items and notify Receiving personnel to update inventory and place items into stock. Receiving label shall indicate part number (and other identifiers, if needed) and date of acceptance.

### 3.0 ITEMS RECEIVED WITH CERTIFICATES (C of C or C of A)

3.1 Items in this category, while similar to DTS items in that they do not require inspection, must be accompanied by a “C of C” or a “C of A” when moved into inventory. The certificate shall be filed by the Quality Manager and reference to the certificate.

3.2 Receiving shall notify the Purchasing Department when a C of C or C of A shipment is not accompanied by the required certificate and move the shipment to the appropriate holding area, pending investigation and resolution of the problem by the Purchasing Manager.

### 4.0 RECEIVING/INSPECTION REVIEW

4.1 The Purchasing Manager shall periodically review and analyze the ability of the receiving inspection process to ensure that externally provided process, products and services do not adversely affect the organization’s ability to consistently deliver conforming products and services to its customers.

4.2 The Purchasing Manager shall periodically review and analyze related reports for nonconformities and trends. If found nonconformities, trends, or occurrences suggest a need for corrective action, the Purchasing Manager shall ensure that any such action is taken in accordance with QP1040

NONCONFORMITY AND CORRECTIVE ACTION. *Brandon conducts no review of trends or defects review.*

4.2 The Purchasing Manager shall report to Top Management on the effectiveness of the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements and are communicated at Management Review meetings (accordance with QP1060 MANAGEMENT REVIEWS).

**Effectiveness Criteria:**

- Timely processing of incoming goods
- Timely inspection of received goods (cycle time)
- Material availability for production
- Production down time due to material shortage or poor quality is kept to the minimum possible

**Revision History:**

<b>Revision</b>	<b>Date</b>	<b>Description of Changes</b>	<b>Approved By</b>
0.0	07/03/17	Initial Release	Jim Theesfeld
1.0	8/17/18	Digitized version	Todd Gifford

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## QP7301 AWARENESS PROCESSES

### I PURPOSE

The purpose of this procedure is to provide for a system and instructions, and to assign responsibilities for determining training needs and providing the required training where applicable, for establishing awareness programs, and for maintaining training records.

### II APPLICATION

This procedure applies to training and awareness provided by Dee Electronics. This procedure concerns Human Resources and all departments that provide training for their employees who affect quality and conformity to product requirements.

The Responsibility and Authority for activities relating to this element of the standard have been assigned to the Top Management. Team members are charged with the responsibility to implement the procedure as written, and have been granted appropriate freedom and authority to do so.

### III PROCEDURE

1. Company-wide training and awareness programs

**1.1 General orientation and quality system training:** The President, Human Resources, CEO/Treasurer, and Vice President, Sales, General Manager, and Operations Manager provide employee orientation training to all new and existing employees. This training familiarizes employees with administrative rules, employee programs and benefits, etc.; and explains what Harrington does, who our customers/suppliers are, and the quality system. At a minimum, the overview and quality system training comprises:

*Harrington Mission and Purpose;*

*Presentation of the company's quality system;*

*Discussion of quality policy; and*

*Explanation of how individual employees can contribute to maintaining and improving the quality system.*

*Rick Klaude man  
conducts a  
general orientation  
process for new  
production employees*

**1.3 Use of company-wide systems:** Employees are trained in the use of interdepartmental systems, such as part and material coding/numbering system, bar-code system, retrieval and creation of electronic (computer) documents and records, and so forth.

**1.4 External training:** External Training is evaluated on a case-by-case basis, and approved by Executive Management.

**1.5 Self-study:** Dee Electronics encourages personnel on all levels to read professional reports, magazines, and books.

2. Training effectiveness evaluation

The following methods and approaches are used for evaluating the effectiveness of training provided:

*Kevin CAR in testing lab  
will go to retraining every couple of years to  
be certified on soldering  
techniques -*



Performance evaluation of trained employees, via annual performance assessments.

*Brandon has recently completed performance evaluations on a group of employees*

Review of the overall performance in areas relevant to particular training programs.

Consideration of competency and training when investigating causes of quality system failures and product or process nonconformities.

A global review of all training and awareness programs, conducted within the framework of management reviews of the quality system.

#### Revision History:

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0.0	07/03/17	Initial Release	Jim Theesfeld
1.0	8/17/18	Digitized version, procedure changes to work with new management structure	Todd Gifford

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## **8.4 CONTROL OF EXTERNALLY PROVIDED PROCESSES, PRODUCTS AND SERVICES**

### 8.4.1 General

The purchasing process is essential to Harrington Signal Inc.'s ability to provide our customers with products that meet their requirements. Harrington Signal Inc. ensures that purchased product conforms to specified purchase requirements. Harrington Signal Inc. accomplishes this by controlling our supplier base and inspecting purchased product as required. Obviously, the type and extent of control applied to the supplier and the purchased product shall be dependent upon the effect of the purchased product on subsequent product realization or the final product.

It is the responsibility of the Purchasing Manager and the Purchasing Department to evaluate and select suppliers based on their ability to supply product in accordance with specified requirements. Manufacturing may be called on to assist as required. Criteria for selection, evaluation and re-evaluation are defined in the Externally Provider Evaluation procedure.

### 8.4.2 Type and extent of control

Purchased items and materials are verified for correctness by the Receiving Department. If additional inspection is required, it is noted on the purchase order and the item is sent to Quality Inspection for further inspection.

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Should Harrington Signal Inc. or any of our customers decide to perform verification at the supplier's premises, the verification arrangements and method of product release shall be stated in the purchasing information.

### 8.4.3 Information for external providers

Harrington Signal Inc. uses purchase orders (PO's) to describe the product to be purchased, including where appropriate:

- Requirements for approval of product, procedures, processes and equipment
- Requirements for qualification of personnel
- Quality management system requirements
- The Purchasing Department is responsible for ensuring the adequacy of specified purchase requirements before their communication to the supplier. Processes have been established for the external providers' interactions with the organizations, control and monitoring of the external provider's performance, and the verification or validation activities that the organization, or its customer, intends to perform at the external providers premises.

Reference Procedures

QP1210 Receiving Inspection

QP1220 Purchasing

Harrington has several suppliers who provide outside services - FE plating, finishing should products found to be defect a CAR, RMA are complete

**Revision History:**

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## QP1220 PURCHASING

**Policy:** Harrington Signal Inc. shall ensure the adequacy of purchasing requirements prior to their communication to external providers.

**Purpose:** To define appropriate methods to communicate requirements to external providers for materials, supplies, and services used to produce goods and/or services.

**Scope:** This procedure applies to the purchase of all inventory items, supplies, materials, subcontracted services, and capital equipment affecting the quality of Harrington Signal Inc.'s products and services.

**Responsibilities:** All Employees requiring products or services for production of Harrington Signal Inc.'s products must complete purchase requisitions specifying items for purchase and obtain required approvals.

The Purchasing Manager or designate is responsible for evaluating suppliers, maintaining raw material inventories, placing orders with approved suppliers, and negotiating pricing with suppliers.

*purchasing mgr (Brandon)  
does not complete any  
evaluation of suppliers*

The Purchasing Manager or designate is responsible for ensuring inspection requirements are included on Purchase Orders where needed.

Receiving Personnel are responsible for receiving and, where necessary, inspecting materials and forwarding all paperwork to Accounts Payable for external provider/shipper payment.

Accounts Payable is responsible for payment of invoices only after satisfactory completion or delivery of goods/services has been made.

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**Definitions:** Purchase – Acquire by financial transaction; “purchasing” can be taken to mean leasing and other ways of obtaining materials or services.

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**Procedure:**

## **1.0 Order Determination and Requisition**

1.1 The Purchasing Manager or designate shall determine reorder quantities of standard production inventory items/components by comparing available stock on hand with the requirements to satisfy the production plan.

1.2 For non-inventory production items, including supplies, engineering components, and services, the originating individual/department shall prepare a PURCHASE REQUISITION. Requisitions should be completed and approved with the following items and any additional supporting documentation, as appropriate:

- Complete description of part, model numbers, processes, products or service to be performed;

- Product, process or service specifications;
  - Quantity and costs required;
  - Date required;
  - Requirements for methods, processes or equipment;
  - Requirements for competence or qualification of employees;
  - Communication requirements for interactions;
  - Requesting department and accounting code;
  - Recommended external provider, if applicable;
  - Customer, regulatory, Quality Management System, Harrington Signal Inc., and other requirements;
  - Requirements for verification or validation activities that the organization, or its customer, intends to perform at the external providers premises.
- 
- Special release or shipping requirements; and
  - Special inspection requirements upon receipt.
- 1.3 External provider selection for inventory and non-inventory items and subcontracted services shall be conducted in accordance with QP1120 EXTERNAL PROVIDER EVALUATION.

## 2.0 Order Placement

*Penny issues PO to suppliers also completes CAP's required*

2.1 The Purchasing Manager or designate shall analyze terms, external provider pricing, price/quantity breaks, etc., and order accordingly, taking care of Harrington Signal Inc.'s best interests while doing so. The Purchasing Manager or designate shall obtain – from the requestor – approval of any material variance prior to placing the order.

2.2 The Purchasing Manager or designate shall review specified purchase requirements with Manufacturing and Stockroom personnel to ensure adequacy of requirements prior to the Purchasing Manager communicating them to the external provider(s).

2.3 The Purchasing Manager or designate shall complete Purchase Order with all applicable information (see purchase requisition data above). The Purchasing Manager or designate should include arrangements and method of product release in the purchasing information.

2.4 The Purchasing Manager or designate and the requesting party (when required) shall review the purchase order for accuracy and consistency, then indicate in the form that it was reviewed.

- 2.5 The Purchasing Manager or designate may place orders by telephone, fax, mail, or online (e-mail or web form). When placing orders by telephone, the Purchasing Manager or designate shall record the external provider contact and date of order on the purchase order and follow up the call by sending a “confirming copy” of the purchase order to the external provider.
- 2.6 The Purchasing Manager or designate shall follow up on shipping, delivery, expediting, and partial shipments of ordered items, to assist Manufacturing in maintaining consistent production flow and ensure other departments’ operational requirements are also met. The Purchasing Manager or designate may telephone external providers, keeping an email record of follow-up activity with the Purchase Order when applicable.

### **3.0 Recordkeeping and Matching**

3.1 Purchased items shall be received in accordance with QP1210 RECEIVING AND INSPECTION.

3.3 Receiving personnel shall match Receiving documentation with the open purchase order. If receiving and open PO can be reconciled, Receiving personnel shall forward the receiving documentation to Accounts Payable.

- 3.4 For partial shipments, receiving personnel shall forward receiving paperwork to Accounts Payable. The original purchase order shall be remain



open until all items have been received. When all units have been received the purchase order will be auto closed.

## 4.0 PURCHASING REVIEW

4.1 The Purchasing Manager should periodically review the PURCHASE ORDER LOG for variances, trends, etc.; the log should also be compared with receiving and inspection logs (see QP1210 RECEIVING AND INSPECTION) for discrepancies, trends, etc. The Purchasing Manager shall report results of such reviews to affected departments (e.g., Inventory Control, Production) and Top Management in accordance with QP1060 MANAGEMENT REVIEWS or as needed.

4.2 The Quality Manager shall periodically audit the purchasing process in accordance with QP1020 INTERNAL AUDITING to ensure its continuing suitability, adequacy, effectiveness, and conformance to various requirements.

### Effectiveness Criteria:

- Raw Material Inventory (in days)
- Materials for manufacture of Harrington Signal Inc.'s goods/services is readily available
- No nonconformities traceable to purchased materials, supplies or services

### Revision History:

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0.0	07/03/17	Initial Release	Jim Theesfeld