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1.0 Organization description

Meloche Group Inc. (formerly Meloche Machine Shop Inc.), incorporated since 1974, offers a comprehensive range of services, including design, precision machining and assembly, painting and treatment of aluminium (chromate deposit classes 1A and 3, anodization II classes 1 and 2). Design services were formerly offered by a subsidiary of the organization, Meloche Technologies Inc. (incorporated in 1999 and dissolved in 2006).

2.0 Locations

a) Production facilities (engineering, conventional and digital machining)

    491, boul. des Érables  
    Salaberry-de-Valleyfield (Quebec)  
    J6T 6G3  
    Telephone: (450) 371-4646  
    Fax: (450) 371-4957  
    E-mail: mail@melocheinc.com  
    www.melocheinc.com

b) Finishing facilities (aluminium treatment, paint and assembly)

    490, boul. des Érables  
    Salaberry-de-Valleyfield (Quebec)  
    J6T 6G4  
    Telephone: (450) 371-4646  
    E-mail: mail@melocheinc.com  
    www.melocheinc.com
3.0 Terms and definitions

ISO 9000-2000 terms and definitions are used in this manual.

4.0 Quality management system

4.1 General requirements

The quality management system of Meloche Group Inc. (formerly Meloche Machine Shop Inc.) was first registered in February 1997 (original registration under the ISO 9002-94 standard), then reviewed in January 2003 so as to comply with the ISO 9001:2000 standard. It was then modified in September 2004 to include the design process of its subsidiary, Meloche Technologies Inc.

This quality management system is documented, implemented, maintained and continually improved in accordance with ISO 9001:2000 requirements.

Meloche Group Inc. is also registered in the CGD (controlled goods directorate) program. Document PI-4.1A provides a detailed description of the procedure for ensuring an adequate control over the review, possession and transfer of controlled goods.

Meloche Group Inc.:

a) Identifies the processes needed (including external processes) for the quality management system and their application throughout the organization;

b) Determines the sequence and the interaction of these processes;

c) Determines the criteria and methods needed to ensure the effectiveness of the day-to-day operation and control of these processes;

d) Ensures the availability of the resources and information necessary to support the operation and monitoring of these processes;

e) Monitors, measures and analyses these processes;

f) Implements the actions necessary to achieve planned results and ensure the continual improvement of these processes.
4.2 Documentation requirements

4.2.1 General

Meloche Group Inc.’s quality management system includes:

a) A quality policy and quality objectives (refer to sections 5.3 and 5.4.1);

b) This quality manual;

c) The documented procedures required by the ISO 9001:2000 standard as well as other procedures considered necessary for the effective operation of our system (refer to the list in section 9.0);

d) The use, since January 1999, of the integrated production management software application “JobBoss” to ensure the operation of all our processes. Planning is ensured by the ShopBoss software application, with effective process control relying on numerous analysis reports.


4.2.2 Quality manual

This quality manual is regularly updated to depict the quality management system implemented by Meloche Group Inc. as accurately as possible. It applies to all contracts accepted by Meloche Group Inc. except for counter orders. Therefore, all ISO 9001:2000 requirements apply.

Certain manual sections refer to more specific internal quality process system documents or work process documents. Given the increasingly widespread use of computers, the term signature is considered to denote either an electronic or handwritten signature.

A description of the interaction between our quality management system processes is included in document PI-4.2A.

4.2.3 Control of documents

Document PI-4.2B provides a detailed description of the procedure in force at Meloche Group Inc. for the control of documents. It applies to this manual as well as to all documents referred to herewith.
4.2.4 Control of records

Document PI-4.2C provides a detailed description of the procedure in force at Meloche Group Inc. for the control of records. It applies to all forms used in our quality management system.

5.0 Management responsibility

5.1 Management commitment

Meloche Group Inc.’s senior management is committed to the development and implementation of its quality management system as well as to continually improving its effectiveness.

a) It communicates the importance of meeting customer and statutory and regulatory requirements throughout the organization. Department meetings are held regularly and significant use is made of communication and bulletin boards.

b) A quality policy has been established (refer to section 5.3).

c) Quality objectives have been established (refer to section 5.4.1).

d) Management meetings are held on a regular basis (around 40 times a year). Management reviews regarding objectives are also held regularly (around 10 a year), while management reviews in other areas are held once annually (refer to section 5.6).

e) The resources necessary for achieving planned objectives are available.

5.2 Customer focus

Meloche Group Inc. ensures that customer requirements are determined and met, with the aim of enhancing customer satisfaction (refer to sections 7.2.1 and 8.2.1).
5.3 Quality policy

The quality policy of Meloche Group Inc. is:

“Design, build, repair, inspect and document products or suitable services to customer requirements. In addition, Meloche Group Inc. makes commitments to ensure measurable quality objectives and the improvement, on permanent basis, the effectiveness of it’s quality management system.”

The quality policy is posted in the plant and known by employees. It is reviewed at the annual management meeting.

5.3.1 Mission

At Meloche Group Inc., our mission is to optimize our capabilities in engineering, precision machining, surface treatment, painting and assembly of mechanical components, added-value sub-assemblies and automated industrial equipments, in order to meet major manufacturer’s specifications, in high potential industry sectors located in Quebec, Ontario and north east USA.

We will increase our market shares by maintaining our reputation of a reliable and fast-responding supplier, by developing our employees’ competencies, by maximizing flexibility and utilization of our production capabilities, and by offering a personalized technical support.

5.3.2 Philosophy

We inherently believe that our success comes from a pleasant and courteous working environment between our customers, vendors and employees.

Partnership with our customers and our suppliers is the route to maximum efficiency.

Improve, improve, improve. The moment we stop improving, our competitors are already in front...

Communication with our employees is the key to improve productivity and quality.

Profitability must always be a priority.

Promote employee training and development.

Respect employee life cycles.

Participate in the well-being of our community by acting as a good corporate citizen.
5.4 Planning

5.4.1 Quality objectives

Meloche Group Inc.’s quality objectives are defined in document PI-5.4A.

5.4.2 Quality management system planning

The planning of the quality management system at Meloche Group Inc. is carried out to meet the requirements of section 4.1 as well as our quality objectives.

The Continuous Improvement and Management Systems Specialist is responsible for ensuring that changes to the quality system do not affect its integrity.

5.5 Responsibility, authority and communication

5.5.1 Responsibility and authority

Authority and responsibilities are defined in the organization chart included in document PI-5.5A. In addition, responsibilities are indicated in this manual or in internal procedures whenever applicable.

5.5.2 Management representative

The General Manager is usually the designated management representative. In this capacity, he has the authority to:

a) Ensure that processes needed for the quality management system are established, implemented and maintained;

b) Report to senior management on the performance of the quality management system and any necessary improvements;

c) Promote awareness of customer requirements throughout the organization.

The General Manager delegates the responsibility for these tasks to the Continuous Improvement and Management Systems Specialist.
5.5.3 Internal communication

Meloche Group Inc. uses many internal communication processes, including: phone system, e-mail, Internet and paper documents, as well as communication and bulletin boards. Department meetings are held regularly to verbally share relevant information with foremen and team leaders, which they then transmit to employees. In addition, general meetings are held 4 times a year.

Communications regarding the effectiveness of the quality management system are primarily conveyed via communication boards.

5.6 Management review

5.6.1 General

At least once a year, Meloche Group Inc. senior management holds a meeting to review the quality management system and ensure that it is suitable, adequate and effective.

5.6.2 Review input

The review input includes an analysis of the quality policy, quality objectives, audit results (internal and external), customer feedback, process performance and product conformity, the status of corrective and preventive action, follow-up actions originating from previous reviews, changes that could affect the quality management system and recommendations for improvement.

5.6.3 Review output

The review output consists of actions and decisions regarding needs in the area of resources, enhancing the effectiveness of the quality management system and its processes, and product improvements are based on customer requirements.
6.0 Resource management

6.1 Provision of resources

Meloche Group Inc. determines and provides the resources necessary for:

a) Implementing and maintaining the quality management system and continually improving its effectiveness;

b) Enhancing customer satisfaction by meeting customer requirements.

A weekly follow-up is done during management meetings and a general overview is performed at the monthly management meeting.

6.2 Human resources

6.2.1 General

The personnel performing work with an impact on product quality are competent as regards the appropriate education, training, skills and experience.

6.2.2 Competence, awareness and training

Meloche Group Inc.:

a) Determines the necessary competence for personnel performing work with an impact on product quality in its Training Needs Evaluation Form as well as in document PI-6.2A. Training needs can also be determined during management meetings;

b) Provides practical or formal training, depending on the situation, to meet identified needs;

c) Evaluates the effectiveness of the actions taken during individual performance reviews;

d) Ensures that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives (refer to section 5.5.3);

e) Maintains appropriate records of education, training, skills and experience (diplomas, resumes and employment forms).
6.3 Infrastructure

Meloche Group Inc. determines, provides and maintains the infrastructure needed to achieve product conformity.

a) The buildings and the workspaces are maintained.

b) All equipment associated with the process is included in our preventive maintenance program (refer to documents PI-6.3A and PI-6.3B).

c) Support services and software maintenance are performed by our computer consultant. In addition, all incoming e-mails are filtered by our Internet service provider to ensure they are virus-free.

6.4 Work environment

Meloche Group Inc. determines and manages the work environment needed to achieve conformity to product requirements. The organization has created an occupational health and safety committee to ensure a safe and healthy working environment for employees (first aid, WHMIS, emergency action plan).

7.0 Product realization

7.1 Planning of product realization

Meloche Group Inc. plans and develops the processes needed for product realization. The ShopBoss software application is used to ensure the consistency of the product realization planning and the requirements of the other quality management system processes.

7.2 Customer-related processes

7.2.1 Determination of requirements related to the product

As regards Meloche Group Inc.:
 Specific customer requirements involve drawings and the related documents (material lists, internal standards, technical specifications, etc…). Any additional verbal or written requirements (sent by fax, e-mail, etc…) are included directly on the customer drawing or inserted into our “traveler” work procedure.

Requirements that have not been stated by the customer but are necessary for a known or specified purpose are included directly on the customer drawing or inserted into our “traveler” work procedure when applicable.

Statutory and regulatory requirements related to the product are determined during the design phase.

Additional requirements determined by Meloche Group Inc. are included directly on customer drawings or inserted into our “traveler” work procedure when applicable.

7.2.2 Review of requirements related to the product

7.2.2.1 Scope

All quotes accepted by Meloche Group Inc. except for so called “hourly-based quotes” and counter orders.

7.2.2.2 Responsibilities

The estimator who prepares the quote is responsible for the review of the contract and the related product requirements.

At Meloche Group Inc, the department’s head estimator is responsible for reviewing important quotes before they are sent to the customer.

7.2.2.3 Method

The product requirements review is performed when a quote is prepared, and we ensure that:

a) The related product requirements are defined;

b) Any variances between the requirements of a contract or order and the ones previously defined have been resolved;

c) Meloche Group Inc. is qualified to comply with the requirements defined. Whenever a customer fails to define applicable tolerances, those in document PI-7.2A are used.
Meloche Group Inc. uses the quotation module included in the JobBoss software application. All of the necessary steps for product realization, external processes and purchase requisitions have been developed. For some engineering projects, a supplement to the quote, tailored to the customer’s needs, may be used.

The contract review begins once the customer order is received: the customer order is compared to the quote to ensure that there are no discrepancies (drawing number, revision, quantity, price, production line and delivery date). Information included in the quote is reviewed and increased if needed. The quote is then transferred to the “traveler” work procedure form.

### 7.2.3 Customer communication

Meloche Group Inc. uses standard communication processes to efficiently communicate with customers (phone, fax, e-mail, refer to section 2) regarding:

a) Product information;

b) Processing of enquiries, contracts or orders and any related amendments;

c) Customer feedback, including claims.

We use the ShopView software application to view most of the drawing files we use. We also have a representative in the field who can visit our customers as needed. Lastly, because we ensure our own transportation in the greater Metropolitan area, we can arrange for the no-charge pick-up or delivery of: copies of drawings, samples or prototypes for approval.

### 7.3 Design and development

#### 7.3.1 Design and development planning

Meloche Group Inc. plans and controls product design and development.

During the product design and development planning phase, Meloche Group Inc. determines:

a) The design and development steps;

b) The appropriate review, verification and validation activities for each design and development step;

c) Design and development authority and responsibilities.
Meloche Group Inc. manages the interfaces between the various groups involved in the design and development phase, to ensure effective communication and the clear assignment of responsibilities. Planning outputs are updated as many times as necessary throughout the design and development phase.

7.3.2 Design and development inputs

Inputs relating to product requirements are determined and records are maintained. These inputs include:

a) Functional and performance requirements;

b) Applicable statutory and regulatory requirements;

c) Where applicable, information derived from previous similar designs;

d) Other essential design and development requirements.

These inputs are reviewed for adequacy to ensure that requirements are comprehensive, unambiguous and do not conflict with one another.

7.3.3 Design and development outputs

Design and development outputs are provided in a form that enables their verification against design and development inputs. They are, furthermore, approved prior to release.

Design and development outputs:

a) Meet design and development input requirements;

b) Provide appropriate information for purchasing, production and service provision;

c) Contain or refer to product acceptance criteria;

d) Specify the product characteristics essential to its safe and proper use.
7.3.4 Design and development review

At suitable stages, systematic design and development reviews are performed in accordance with planned arrangements to:

a) Evaluate whether design and development results meet requirements;

b) Identify any problems and propose necessary actions.

Participants in these reviews include representatives of those functions related to the design and development stages being reviewed (refer to document PI-7.3A).

7.3.5 Design and development verification

Verification is performed in accordance with planned arrangements to ensure that design and development outputs meet design and development input requirements (refer to document PI-7.3A).

7.3.6 Design and development validation

Design and development validation is performed in accordance with planned arrangements to ensure that the resulting product meets the requirements for the specified application or intended use, where known. Wherever possible, validation is completed prior to product delivery or implementation (refer to document PI-7.3A).

7.3.7 Control of design and development changes

Design and development changes are identified and records are maintained. Changes are reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes includes an evaluation of the effect of the changes on the delivered product and related components.
7.4 Purchasing

7.4.1 Purchasing process

Meloche Group Inc. ensures that all purchased products comply with specific purchase requirements. The active suppliers list is available through the JobBoss software application. Suppliers are evaluated once a year. Evaluation criteria are weighted, and a global result, based on 100 points, is calculated and entered in our “Suppliers Evaluation” form. To remain “active”, a supplier must obtain a total score of 70% or more. If not, the supplier is removed from our list or a written corrective request for action is sent out. This same supplier must be re-evaluated according to the corrective action schedule or during an audit. Our evaluation criteria include:

a) Price competitiveness;

b) Delivery schedules (total delay);

c) The extent to which delivery schedules are met;

d) The extent to which purchase orders are adhered to (specifically with regard to quantity);

e) Product/service quality (overall, excluding non conformance reports);

f) Quality of customer service (delivery follow-up, response to price inquiries);

g) Quality of technical support;

h) Number of non conformance reports;

i) Documentation quality (conformity certificate, mill test, MSDS, delivery packing list, invoice, etc...).

This evaluation is performed for all suppliers whose products or services will be included in the final product, except for commercial parts suppliers (screws, dowel pins, helicoils, etc.). However, to ensure representativeness, a minimum of 10 orders per year is required to conduct an evaluation (if not, the supplier remains active). A supplier can be evaluated at any time following a major or repeat problem.

Whenever we wish to deal with a new supplier during the course of the year, the supplier in question is added to the active suppliers list and slated for evaluation during the next general supplier evaluation process. If deemed necessary, however, a quality audit will be performed.
Meloche Group Inc. does not require that its suppliers be registered and comply with the ISO 9001:2000 standard. It bases itself solely on evaluation and if applicable, audit results.

### 7.4.2 Purchasing information

Purchasing information describes the purchased product, including where appropriate:

a) Requirements for a product’s approval;

b) Requirements for personnel qualification.

The account manager logs this information in the purchasing requisition. It is then verified by the buyer when the purchase order is generated.

### 7.4.3 Verification of purchased product

Meloche Group Inc. inspects the product purchased upon receipt, to ensure that it meets the specified purchasing requirements (refer to document **PI-7.4A**). Inspections are required in the “traveler” work procedure for all external processes.

Whenever a verification must be performed at the supplier’s facilities, the product release procedures and verification arrangements are indicated on our purchase order.
7.5 Production and service provision

7.5.1 Control of production and service provision

Meloche Group Inc. plans and carries out production and service provision activities under controlled conditions. These conditions include:

a) The availability of information describing the product characteristics (drawings and related documents such as materials list, internal standards, etc…);

b) The availability of work instruction, as needed (“traveler” work procedure and/or “work order”, as well as a “WS” (working specification) whenever necessary;

c) The use of suitable equipment;

d) The availability and use of monitoring and measuring devices;

e) The implementation of monitoring and measurement activities;

f) The implementation of release (final inspection) and delivery activities.

7.5.2 Validation of processes for production and service provision

Meloche Group Inc. does not use any production processes where resulting outputs cannot be verified by subsequent monitoring or measurement.

7.5.3 Identification and traceability

An identification label is used throughout the product realization phase to enable product identification (refer to the document PI-7.5E).

Product status vis-à-vis monitoring and measurement requirements is indicated on our “traveler” work procedure.

When traceability is required, Meloche Group Inc. develops, with the customer, an appropriate method of uniquely identifying the product.
7.5.4 Customer property

When a customer contract does not include any specific requirements, all of the general procedures in this manual regarding identification, verification, protection and safekeeping are applicable to the customer property entrusted to our organization. In the event that property is lost, damaged or considered improper for use, the procedures in section 8.3 are followed and a report is submitted to the customer.

7.5.5 Preservation of product

Meloche Group Inc. preserves the conformity of products during internal operations and delivery to the intended destination.

The product identification process is described in section 7.5.3.

All handling equipment is included in our preventive maintenance program. Only those employees on the authorization list and trained to drive a lift truck may use this equipment.

Document **PI-7.5F** provides a detailed description of Meloche Group Inc.’s usual preservation and protection measures, as well as general requirements of some customers. When applicable, specific product requirements are described in the “traveler” work procedure. Stocking areas are set up (storage, rough material, finished parts, etc…) to avoid any product deterioration.

7.6 Control of monitoring and measuring devices

This section applies to all measuring and test equipment used to illustrate product conformity. Documents **PI-7.6A** and **PI-7.6B** provide a more detailed explanation of the method used.

Meloche Group Inc. calibrates its measuring equipment, at specific intervals, against measurement standards related to national or international standards. This equipment is thereafter adjusted or re-adjusted as often as necessary.

Measuring equipment, moreover, is identified by a label that allows for determining the calibration status. If needed, the equipment’s calibration devices are protected against adjustments that could lead to invalid measurement results. In addition, the instruments are protected against any damage or deterioration that could occur during storage.
8.0 Measurement, analysis and improvement

8.1 General

Meloche Group Inc. plans and implements the monitoring, measurement, analysis and improvement processes required to:

a) Demonstrate the product’s conformity (refer to 8.2.4);

b) Ensure the conformity of the quality management system (refer to 8.2.2);

c) Ensure the continual improvement of the quality management system’s effectiveness (refer to 8.5.1).

Meloche Group Inc. uses technical statistics for the monitoring and measuring processes and data analysis, and whenever necessary, to confirm the measurable tolerances of measuring devices (refer to document PI-8.1A).

8.2 Monitoring and measurement

8.2.1 Customer satisfaction

Meloche Group Inc. has a field representative who meets with the organization’s major customers to ascertain their degree of satisfaction vis-à-vis their requirements. The information thus culled is then analyzed by the sales manager who, if necessary, will report on actions required at monthly management meetings. In addition, we conduct customer satisfaction surveys whenever we feel these could be useful.

In the case of engineering projects, customer satisfaction levels are measured during the project validation phase (post-delivery).

8.2.2 Internal audit

Meloche Group Inc. conduct internal audits at planned intervals to determine whether its quality management system:

a) Conforms to the planned arrangements (refer to 7.1), ISO 9001:2000 international standard requirements and the requirements of the established quality management system;
b) Is effectively implemented and maintained.

Document **PI-8.2A** provides a detailed description of the responsibilities and requirements involved in planning, performing audits, reporting results and preserving information. These audits are performed by processes, based on the schedule included in document **PI-8.2B**.

### 8.2.3 Monitoring and measurement of processes

Meloche Group Inc. uses the analysis reports generated by our integrated production software, JobBoss, for the supervision and measurement of quality management system processes as a means of demonstrating that the planned objectives have been achieved. Process performance indicators are used. A scoreboard is updated each day to enable us to monitor the development of, analyze and improve the quality management system. All corrections or corrective actions necessary to ensure product conformity are done in a timely manner.

### 8.2.4 Monitoring and measurement of product

Meloche Group Inc. monitors and measures product characteristics to verify that product requirements have been met. This is carried out at all appropriate phases of the product realization process, in accordance with the planned arrangements (refer to 7.1). This includes:

a) Verification of the product purchased (refer to 7.4.3);

b) Inspection of the first part (refer to **PI-8.2C**);

c) Inspection during execution (refer to **PI-8.2C**);

d) Inspection before and after subcontracting, as well as a final inspection, as indicated in our “**traveler**” work procedure.

Evidence of conformity with acceptance criteria is maintained according to section 4.2.4.

Only inspectors are authorized to release a product once the execution satisfies all planned arrangements (refer to 7.1), except in the case of acceptance by the quality control department manager or if applicable, the customer. Stamps are used to identify the inspectors (refer to document **PI-8.2D**).
8.3 Control of nonconforming product

Meloche Group Inc. ensures that products that do not comply with product requirements are identified and controlled so as to stop any unintended use. Document PI-8.3A provides a detailed description of the authority and responsibilities related to processing non conforming products.

8.4 Analysis of data

Meloche Group Inc. determines, collects and analyzes the appropriate data to demonstrate the relevance and effectiveness of its quality management system and to evaluate opportunities for improving its effectiveness.

Data analysis generates information regarding:

a) Customer satisfaction (refer to 8.2.1);

b) Conformity to product requirements (refer to 7.2.1);

c) The characteristics and process trends (based on numerous analysis reports), including opportunities for preventive action;

d) Suppliers (performance evaluation).

Data analysis is performed during weekly management meetings as well as at the annual management meeting.

8.5 Improvement

8.5.1 Continual improvement

Meloche Group Inc. continually improves the effectiveness of its quality management system through the use of the quality policy, quality objectives, audit results, data analysis, corrective and preventive actions and management reviews. While many of the improvements are implemented during department meetings, they can also be documented in the minutes of management meetings.

In addition, a step-by-step continuous improvement program (suggestion form, 5S, corrective process regarding fundamental causes, set-up time reduction, etc…) has been operational since July 2002.
8.5.2 Corrective action

Meloche Group Inc. takes actions to eliminate causes of nonconformities and to ensure that they do not reoccur. Corrective actions are adapted to the effects of the non conformance in question. Document PI-8.5A provides a detailed description of corrective action procedures and requirements.

8.5.3 Preventive action

Meloche Group Inc. determines actions for eliminating the causes of potential nonconformities in order to prevent their occurrence. Preventive actions are appropriate to the effects of potential problems. Document PI-8.5B provides a detailed description of preventive action procedures and requirements.
9.0 List of Internal Procedures

- **PI-4.1A** Safety Plan
- **PI-4.2A** Quality Plan
- **PI-4.2B** Document Control
- **PI-4.2C** Records Control
- **PI-5.4A** Quality Objectives
- **PI-5.5A** Organization Chart
- **PI-6.2A** Jobs Profile
- **PI-6.3A** Equipment List
- **PI-6.3B** Preventive Maintenance Schedule
- **PI-7.2A** Manufacturing Tolerances
- **PI-7.3A** Design
- **PI-7.4A** Verification of Purchased Products
- **PI-7.5A** Aluminium Treatments
- **PI-7.5B** Concentration and Analysis
- **PI-7.5D** Painting Procedure
- **PI-7.5E** Material Identification
- **PI-7.5F** Packaging
- **PI-7.6A** Calibration
- **PI-7.6B** Calibration Method
- **PI-8.1A** R&R Study
- **PI-8.2A** Internal Audits
- **PI-8.2B** Internal Audit Schedule
- **PI-8.2C** Product Monitoring and Measurement
- **PI-8.2D** Inspection Labels
- **PI-8.3A** Control of Nonconforming Product
- **PI-8.5A** Corrective Action
- **PI-8.5B** Preventive Action