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Appendix A: Business Interruption (Contingency) Plan

Annex A (informative): Clarification of new structure, terminology and concepts
Company Overview
NIC Global is headquartered in Woodinville, Washington in a 100,000-square foot manufacturing space and a separate 40,000 square foot building used for storing purchased items and finished goods. NIC Global Washington is supported by a 12,000 sf logistics center in Pullman, WA. We also operate an additional 80,000 square foot manufacturing facility in Gallatin, Tennessee, that has a separate 22,000 square foot building used for storing inventory and shipping. Also located in Gallatin, Tennessee we operate a 24,000-square foot powder coating facility, a 100,000-square foot manufacturing facility in Chillicothe, Ohio and a 48,000-square foot manufacturing facility in Denton, Texas. To ensure the quality of products from Asia, we have a team based in Shenzhen, China that performs hands-on source inspection at key supplier facilities in the region prior to shipment. The team members in Asia are key to creating synergy between North America requests and Eastern business practices. NIC Global is a supplier of precision sheet-metal products, electro/mechanical assembly services and related global supply chain management. Key processes include global supply chain management, electro/mechanical assembly, turret and hard tooled punch press, forming, welding, hardware installation. Woodinville also has capability for metal surface conversion coating, wet paint and powder coat processing. NIC Global utilizes manufacturing technology based on batch, flow and/or cell techniques depending on customer requirements with emphasis on lean product flow. The key focus of NIC Global is supplying parts at the rate of customer demand when and where needed with superior quality.

4.0 Context of the Organization

4.1 Understanding the organization and its context
NIC Global Woodinville, organizational context is illustrated in figure 1 diagram (the list is not exhaustive). NIC Global has tools and methods to monitor, identify, analyze and address these issues through at minimum: Internal financial and operational audits including quality management system audits, plant strategic, management and external provider reviews.

![Figure 1: NIC Organizational Issues](image_url)
Note: Metrics for most internal issues in 4.1-1 are covered in the management review process. External issues are measured on a more frequent basis as needed. This control does not absolve NIC Global of the responsibility to ensure conformance to customer requirements.

4.2 Understanding the needs and expectations of interested parties
NIC Global identifies the following relevant interested parties (the list is not exhaustive) which can have potential effect or be affected by the organization’s ability to provide products and services that meet customer, relevant statutory and regulatory requirements:

- Customers – Customer requirements are determined using customer communications and engineering documentation such as CAD models, drawings, specifications, supplier quality manual, websites, and other criteria such as electronic data interchange (EDI) processes.
- External and Internal Suppliers – Requirements are received and communicated daily to internal parties through daily production meetings, schedule review, and communication of quality requirements and results. External parties (including supplier needs and expectations) include a list of parts needed to be scheduled and produced, and quality requirements and expectations of quality performance.
- Employees – Requirements of employees are received during the on-boarding process including training, instructions on how to make quality product at the desired rate, production schedule and times, safety requirements, dependable equipment and periodic updates of the company and individual performance. Expectations include safe work practices, making quality product, attendance reliability, and meeting the desired rate of productivity.
- Stakeholders – Requirements include adequate planning both long term and short term by the facility to achieve continuous improvement including safety, quality, productivity and profitability. Expectations of stakeholders include capital for worn equipment, technology upgrades to improve cycle time and an understanding of the short and long-term goals of the company.
- Governments – Requirements include any regulated requirements on current or manufacturing product including product safety requirements. The political environment and government regulations can have an impact on customer demand and sales by affecting customer markets.
- Competitors – Includes understanding competitor’s technology and competitive edge based on technology, labor market analysis, surveys, etc.
- Owners - Includes expectation of meeting financial obligations and commitments based on agreements and contacts.

4.3 Quality Management System (QMS) Scope
NIC Global located in Woodinville, WA has established the scope of its quality management system as a supplier for customer defined custom products in sheet metal and electro/mechanical assemblies in the industrial, medical, and heavy truck industries across North America and Asia with exclusion to section 8.3 design and development of products and services by providing:

- Considerations of the implications attributed to internal and external factors;
- The requirements of interested parties and how they are implemented and maintained in the quality management system;
- The processes to support customers with production rate deliverables and to meet the requirements of ISO 9001 standards outlined in figures 6 and 7 (located in Annex A). Some processes such as plating operations and custom supplied materials are outsourced and controlled by the company’s customer supplied drawings, Purchasing Procedure QAP 8610, and Supplier Management Procedure, QAP 8615.
- The interrelationship of its quality management system documentation detailed in figure 2 (located in Section 7.5.1);
- Required criteria and methods to ensure the effective operation and control of these processes.
Necessary resources and information to support the operation and monitoring of these QMS processes.
The company monitors, measures and analyzes these processes.
Action to achieve planned results and continual improvement.

The key processes are managed by Top Management who provides information, instruction and support to employees.

4.4 Quality management system and its processes 4.4.1, 4.4.2
The quality management system and its processes are administered, documented, and managed throughout the organization encompassing the requirements of ISO 9001 standards and documentation relevant to the organization. Illustrated in (figure 6) is the process flow of the quality management system; the inputs and expected outputs, sequence, and the interrelated processes to achieve them. These processes shall be monitored, measured, and reviewed regularly during the management review meeting to determine where improvements and resources are needed. The quality management system and its processes shall be maintained to ensure effectiveness and suitability of achieving organizational goals/objectives and customer satisfaction. Outsourced processes and service parts that affect product or process conformity are controlled and defined as appropriate throughout NIC Global, and does not absolve the organization of the responsibility for the conformity to customer requirements.

5.0 Leadership
5.1 Leadership and commitment
5.1.1 General
NIC Global demonstrates its leadership commitment by taking accountability for the effectiveness of the quality management system at the highest positions within the company. The leadership will ensure that the quality management system and its context is demonstrated throughout, promoting the use of risk based thinking to predict and prevent issues internally and externally, review resources at regular scheduled times throughout the year to ensure they are viable to support the quality management systems, ensuring that we achieve the intended results and create improvement actions when they are not. Our processes engage and encourage support personnel to contribute to either quality management system effectiveness and/or by supporting all areas and managers to ensure an effective quality management system. Management defines metrics for those processes demonstrating support of the company’s objectives. The metrics demonstrate the conformity of product to customer specifications and that key processes are supporting company objectives. The metrics reveal where improvements can be made regarding customer satisfaction and process efficiency.

5.1.2 Customer focus
The key metrics for NIC Global are focused on the Quality Policy and maximizing customer satisfaction. QAP 8130 “Contract Review” ensures customer requirements are reviewed. QAP 8855 “New Product Planning and Development” provides the implementation plan. A recurring, formal Customer Satisfaction evaluation along with delivery and quality metrics provide information regarding NIC Global performance in meeting customer requirements. NIC Global is committed to meeting customer requirements and continual improvement of the metrics reviewed by the management team.

5.2 Policy
5.2.1 Quality policy
“Good Parts, On Time”. “Good parts” asserts the company’s commitment to comply with requirements and drives the definition of our quality objectives. Frequently re-evaluating those objectives supports a culture of continual improvement. “On time” ensures the company’s efforts for improvement are not
only effective, but efficient, yielding consistently timely deliveries to our customers, and ensuring our own long-term viability and profitability. The primary objectives are to meet or exceed customer specified parts per million product quality rates and/or meet the internally defined goal for product quality. The company’s product delivery objective is to meet or exceed customer defined On Time Delivery goals. To achieve these quality objectives, the company will maintain short term and supporting objectives defined and tracked by the management team. The Quality Policy’s continued suitability is reviewed as part of Management Review meetings, as discussed in QAP 8811.

5.2.2 Communicating the quality policy
The Quality Policy, goals and objectives are determined and reviewed by the management team at a minimum, annually. The management team identifies and addresses resource and process efficiency issues. Management communicates the company quality policy, goals and objectives for meeting customer requirements to its employees through weekly company-wide meetings; approved third-party review can be obtained via hard copy or electronic files.

5.3 Organizational roles, responsibilities and authorities
The responsibility, authority, and the interrelation of personnel who manage, perform and verify work-effecting quality are defined and documented, particularly for personnel who need the organizational freedom and authority. Management with authority and responsibility for corrective actions shall be informed promptly of non-conforming products or processes. All company personnel are charged with authority and responsibility to take steps necessary to prevent product nonconformity. NIC Global supports those who have been delegated responsibility for QMS processes and grants them the authority to:

- Stop the manufacturing process when a defect is detected to prevent more defective parts from being produced (this is designated across all shifts).
- Initiate action to prevent the occurrence of any nonconformities relating to product, process and the Quality System;
- Identify and record any problems relating to the product, process and the Quality System;
- Initiate, recommend, or provide solutions through designated channels;
- Verify the implementation of solutions;
- Control further processing, delivery or installation of nonconforming product until the deficiency or unsatisfactory condition has been corrected.

At the forefront of these processes is focus on the customer and paying special attention to the detail of customer specific requirements. Additionally, the company is committed to ensuring the integrity of the management system and changes planned and implemented when needed.
6.0 Planning
6.1 Actions to address risks and opportunities
6.1.1, 6.1.2 General
The company takes into account the risks and opportunities that can impact its ability to effectively provide the intended outputs of its products and services. During the management review meeting, management reviews the internal and external factors that can affect the company’s strategic goals and objectives to produce the desirable effects of meeting/exceeding the needs and expectations of our customers and interested parties, extricate undesirable affects, create opportunities and plan for improvements. The company’s process flow addressing risks and opportunities is illustrated in figure 3. Based on the severity level of potential risk(s) and opportunities identified, actions to address them will be determined and implemented accordingly by the management team. The effectiveness of implemented changes will be assessed by using data (metrics) collected from all affected areas, feedback and surveys from internal/external interested parties.

6.2 Establishing quality objectives
6.2.1 General
The company establishes quality objectives at relevant functions/levels of the process to ensure appropriate measurement of the quality management system including support function where applicable. Measures will include Quality Objectives keyed to the Quality Policy and a look at the cost of poor quality. The measurements are consistent with the context of the organization and scope of the company’s products and services. Additionally, the company plans and develops the processes needed for product realization per procedures QAP 8130 Contract Review and QAP 8855 New Production Planning Development.

- Contract Review: is supported under QAP 8130 Contract Review where customer requirements and quality objectives are determined for the product. The need for new processes and resource requirements are determined. Customer specific requirements for verification, validation, inspection and testing are also determined. All documentation provided by the customer will be reviewed and shall not exceed two weeks of receipt. All new customer documentation will be implemented in a timely manner, which is always to be prior to the start of production. Records of design review and manufacturing feasibility will be kept within the quote worksheet. Records of Contract Review are maintained per QAF 8833-1 Quality Records Matrix.

- New Production Planning and Development: is supported under QAP 8130 regarding preliminary Quote review where estimators establish manufacturing and supply chain requirements, and costing for potential new product. QAP 8855 completes the process of production process design and planning for new product realization processes.

- Planning Department: is responsible for issuing and maintenance of existing production job work orders.
- Customer revisions of product, Engineering Change Requests, internal Product Discrepancy Reports, and other means are utilized for process modification, corrective action, problem prevention and continual improvement.
- Planning Verification: New or revised Job Work Packets (including work orders, bills of material, drawings and machine setup sheets) are verified for adequacy at steps throughout the new or revised production planning processes.
- Records: Records of processes utilized for product realization, including evidence of verification that the planned product realization processes will meet customer, and the company requirements, is maintained per QAP 8833 Quality Records.

6.2.2 Planning to achieve quality objectives
The quality department will compile quality performance data monthly. The reports generated are to be provided to management and posted for all employees of the location to review. The Management Review Meeting will include the review of Key Processes as a means for ensuring and promoting continuing suitability, effectiveness and improvement. Evidence of the achievements to the Quality Objectives and Customer Satisfaction with relation to products and services, will be documented in the Management Review Meeting Minutes.

6.3 Planning for changes
Management defines measurable company objectives and metrics that are tracked in the weekly management team meetings. Planning within the organization is carried out to meet those objectives that support the Quality Policy. Changes to the QMS and the NIC Global organization are monitored, planned and implemented to support the Quality Objectives and the Quality Policy through the management team meetings. NIC’s quality policy and objectives are a part of how it does business. Management makes decisions about NIC’s business and sets goals based on the data (metrics) collected weekly, monthly, and annually for all areas.
The “All Employee Meetings” (as well as the Management Review) Meetings will include discussions related to:
- Goals and Objectives
- Quality Policy
- Customer Satisfaction / Expectations
- Actions taken to improve upon expectations within defined time periods

7 Support
7.1 Resources
7.1.1 General
NIC Global will identify resource, tool and equipment requirements and provide adequate resources, including the assignment of trained personnel for management, performance of work, product and process verification and auditing activities. Top management will identify and provide the required resources for the QMS and to continually improve its effectiveness, and to enhance customer satisfaction by meeting customer requirements.

7.1.2 People
Personnel performing work affecting conformity to product requirements will display competence to perform tasks based on appropriate education, training, skills and experience. Competence is defined as the demonstrated ability to apply knowledge and skills, while skills are defined as proficiency and dexterity in performing tasks. See Clause 7.2 Competence, for details on QAP 8820 Training, for all personnel performing activities affecting quality at all levels of the organization.
7.1.3 Infrastructure
NIC Global identifies and plans for facilities and equipment that directly affects product quality and ensures proper maintenance and control (See QAP 4744 “Preventative Maintenance”). The 6S approach for all departments will be used to maintain the day to day work environment, safety, and to identify areas for improvement. Results from the 6S activities will drive the Continuous Improvement Teams actions/projects. Kaizen events, which may include members from all departments, will drive improvements to process, layout, machinery, etc. Results of Kaizen events will be reported to the management team upon completion of the project. Methods such as the review of goals and objective and internal audit activities are used to evaluate and monitor the effectiveness of the existing operations. Infrastructure such as HVAC, telephone, and ERP services are maintained by outside sources with records in accounting per procedure QAP 4744 Preventive Maintenance.

7.1.4 Environment for the operation of processes
The workspace environment is the responsibility of manufacturing engineers and production supervisors who identify proper tools and equipment for the work performed. Manufacturing engineering incorporates ergonomic, air-flow, lighting requirements, and work methods when implementing new or improved product realization processes.

Examples of how NIC Global manages Work Environment include, but are not limited to:
- The Maintenance Department shall ensure that the building is provided with heat and light and other resources suitable for an effective working environment. Special environmental systems for all process and equipment are maintained by the Maintenance Department.
- The NIC Global Woodinville paint shop complies with the emissions requirements of the Puget Sound Clear Air Agency and the applicable requirements for the disposal of hazardous waste material. Records are maintained per QAP 8833 Quality Records.
- Employees are also recommended to provide input and feedback with regards to the improvement of the overall work environment.
- NIC Global maintains hearing, and eye protection programs and a respiratory protection program while providing personal protection equipment and training as required preventing injury or other ill health effects. Screening for hearing is provided for all shop personnel each year. Records are maintained for each active employee in the Human Resources department.

7.1.5 Monitoring and measuring resources
7.1.5.1, 7.1.5.2 General
The company has determined the monitoring and measurement requirements for production realization activities and has identified the monitoring and measuring resources needed to provide evidence of product conformity to defined customer and/or industry requirements. Established processes are in place to ensure that monitoring and measurement activities can be carried out in a manner that is consistent with the monitoring and measurement requirements.

In order to validate monitoring and measuring results, measuring equipment shall:
- be calibrated or verified, or both, at specified intervals, or prior to use, against measuring standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded;
- be adjusted or re-adjusted as necessary,
- have identification in order to determine its calibration status
- be safeguarded from adjustments that would invalidate the measurement result;
- be protected from damage and deterioration during handling, maintenance and storage.

NIC Global will assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. Appropriate actions will be taken on the equipment and any product affected. Quality System Procedure QAP 8850 Calibration has been developed to address the calibration requirements.

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Records of calibration and verification activities are retained per procedure QAP 8833 Quality Records.

7.1.6 Organizational knowledge
NIC Global determines organizational knowledge needed by the operation to achieve conformity of its products by utilizing the input of its work force to help generate and understand failure modes and controls needed to prevent, detect, and control failures. Additionally, NIC Global understands and reviews the changing needs of our customers and new products to ensure the organizational knowledge is suitable to these new trends. NIC Global acquires organization knowledge based on needs from both internal and external sources.

NIC Global strongly encourages input from all employees with ideas for improvement, corrective and preventive actions applicable to product or processes and all aspects of the quality management system. Formal employee feedback may be submitted via Feedback Request Form QAF 8731-11. Submissions are reviewed, maintained and implemented where practical.

7.2 Competence
NIC Global has defined the necessary competence for personnel performing work affecting conformity to product requirements. Skills will be evaluated during the interview process to ensure the necessary knowledge and competence for the job is met by including:

- Recommended minimum qualification (such as education, experience and/or skills and abilities) to enter a position.
- Identify and provide training to support initial qualifications, promote and achieve employee competencies and promote employee development.

NIC Global has established and shall maintain a documented procedure, QAP 8320 Training, for identifying and providing training needs or other actions to ensure appropriate levels of competence for all personnel performing activities affecting quality at all levels of the organization. Through the monitoring of internal process performance data, quality objectives, and customer satisfaction data, training needs will be identified and provided for, as appropriate, to improve upon customer satisfaction and dissatisfaction levels. Personnel performing specific tasks will be qualified, as required, with particular attention to satisfy any customer requirements. Appropriate records of education, training, skills and experience shall be maintained.

7.3 Awareness
The company will ensure that employees are aware of the quality policy, relevant quality objectives, and their contribution to the effectiveness to the quality management system and the benefits of improved performance. Employees are also made aware of customer requirements and the risk of shipping nonconforming product.

Programs have been implemented to motivate personnel in order to assist in achieving quality objectives, continual improvements, and creating an environment to promote innovation. The intent of these programs will be to promote quality and technology awareness throughout the whole organization.

Programs currently in place include, but are not limited to:
- Employee inclusion / involvement with the Corrective Action, Preventive Action, and Continual Improvement Processes
- Safety Suggestions
Internal Audit activities will also be utilized to determine whether or not personnel are aware of the importance of their job tasks and how they help contribute to the achievement of the quality objectives. All related training and development activities are more clearly defined in QAP 8320 Training.

7.4 Communication
NIC Global’s methods of communication can vary and adapt based on whom, why, and what needs to be communicated. Either by means of the latest technology or face-to-face, NIC Global understands and recognizes that transparency is key to establishing trust and integrity with its customers and interested parties involved to ensure organizational success in providing on time, quality products and services. NIC Global’s top management communicates (face-to-face) the company quality policy, goals and objectives for meeting customer requirements to its employees through weekly companywide meetings. In communicating with customers, NIC Global has the ability to communicate necessary information, including data, in a customer specified language and/or format (i.e. CAD, electronic data exchange). Where required by customer contract, or by NIC Global Quality Management, additional requirements for the traceability of supplied product, qualification of personnel, and supplier quality management system requirements shall be communicated to the suppliers. If non-conforming material is found in finished goods, or it is suspected that defective product may have been shipped to the customer, account management will be notified immediately so that information can be communicated to the customer.

7.5 Document Control
7.5.1 General
Illustrated below is Woodinville’s structured quality management system documentation including required documented information by ISO 9001:2015 standard, organizational, and interested parties. The quality management system documentation is established by the following approach:
7.5.2 Creating and updating documents
QAP 8830 “Quality Records” defines the document creation, revision, and control procedures. It provides methods for submission (ECR, NPI, Feedback Request) depending on request or need. For identification purposes of revisions, a letter code shall be designated to indicate a change has been made. Dependent on the change such as to a released document, a numerical value may be placed following the letter code to indicate a minor (no process changes, no employee training is required) change has been made. The revised document shall be reviewed by the responsible document custodian for further input, clarity, approval or rejection. All documents shall be reviewed by designated quality personnel to ensure suitability and effectiveness to applicable standards and the quality management system.

7.5.3 Control of Quality Records
7.5.3.1, 7.5.3.2 General
NIC Global documentation supplied by customer is revision controlled by our customers. Internally generated manufacturing drawings and fabrication process documents are tied to the customer stipulated revision levels. Control for outside supplied and internal documentation and revisions are defined in Document Control Procedure, QAP 8830. For protection against loss, deterioration, improper use and retention of documented information, is defined in QAP 8833. For revisions to and review of customer-supplied drawings, the Contract Review Procedure, QAP 8130 is used in addition to the Document Control Procedure. All documentation is reviewed for adequacy prior to release and is updated and re-approved as necessary to support customer requirements and internal best practices, in a timely fashion.

8.0 Operation
8.1 Operational planning and control
- NIC Global plans and develops the processes needed for product realization per procedures QAP8130 Contract Review and QAP 8855 New Production Planning Development.
- Contract Review: is supported under QAP 8130 Contract Review where customer requirements and quality objectives are determined for the product. The need for new processes and resource requirements are determined. Customer specific requirements for verification, validation, inspection and testing are also determined. All documentation provided by the customer will be reviewed and shall not exceed two weeks of receipt. All new customer documentation will be implemented in a timely manner, which is always to be prior to the start of production. Records of design review and manufacturing feasibility will be kept within the quote worksheet. Records of Contract Review are maintained per QAF 8833-1 Quality Records Matrix.
- New Production Planning and Development: is supported under QAP 8130 regarding preliminary Quote review where estimators establish manufacturing and supply chain requirements, and costing for potential new product. QAP 8855 completes the process of production process design and planning for new product realization processes.
- Planning Department: is responsible for issuing and maintenance of existing production job work orders.
- Customer revisions of product, Engineering Change Requests, internal Product Discrepancy Reports, and other means are utilized for process modification, corrective action, problem prevention and continual improvement.
- Planning Verification: New or revised Job Work Packets (including work orders, bills of material, drawings and machine setup sheets) are verified for adequacy at steps throughout the new or revised production planning processes.
- Records: Records of processes utilized for product realization, including evidence of verification that the planned product realization processes will meets customer, and NIC Global requirements, is maintained per QAP 8833 Quality Records.
8.2 Requirements for products and services

8.2.1 Customer communication

Primary customer contacts are the “Strategic Account Managers” assigned to the customer program. Additional communication channels shall be utilized where the customer allows, and as required for resolving quality issues, clarifying product requirements, and communicating product improvement opportunities. Communications mechanisms may include hard copy or electronically or means including FTP and customer-supplier networks. Support of NIC Global Customer Communications is per procedure QAP 8130 Contract Review.

Customer feedback comes in several forms. It may be informal through account managers, a formal report such as a customer score card, or through a formal supplier corrective action request (SCAR), which is handled per QAP 8821 Corrective Action. Periodically, a formal customer survey is initiated by NIC Global where feedback is solicited from all key customers.

See appendix A for company contingency plan for business interruption.

8.2.2 Determining requirements related to products and services

Requirements related to products and services are determined at the time of contract review of new products and upon receipt of subsequent purchase orders for existing product lines per QAP 8130 Contract Review as follows:

- Customer specified requirements for part configuration, quantity and delivery are specified on the purchase orders, supplied drawings, CAD data and other customer specifications.
- Where known, Customer’s actual form, fit and functional requirements are taken into account in product planning and verification.
- Statutory and regulatory requirements related to the product are taken into account where specified on Customer purchase orders, drawings, and/or specifications.
- Any additional requirements considered necessary by NIC Global (i.e. credit checks, confirmation of a purchase agreement to assure financial responsibility).

8.2.3 Review of requirements related to products and services

8.2.3.1 General

Requirements related to products and services are reviewed at the time of the initial introduction of new products per QAP 8855 New Production Planning Development and upon receipt of subsequent purchase orders for existing product lines per QAP 8130 Contract Review. The review includes:

- Verification that all product requirements are defined and will be met using existing or new product realization processes.
- Verification that contract or order requirements, which vary from previously agreed upon requirements are understood and resolved.
- Verification that NIC Global has the ability and capacity to meet customer requirements. Manufacturing feasibility is to be documented by the Estimating department within the quote worksheet with the documentation of design review (as noted in 8.1). See QAP 8130 Contract Review.

8.2.3.2 Documented information of review related to products and services

QAP 8130 “Contract Review” defines the process of retaining the applicable documents resulting from a review. Documents shall include but not limited to:

- Bid Worksheets and estimates are retained in the Estimating Drive on the network.
- Customer drawings, obsolete drawings, approved set-up sheets, change orders, and active requests for deviation or waiver are maintained in document control.
- Instances of NPI processing per QAP 8855 are logged in the NPI Database.
- Customer Purchase Orders are archived per QAF 8833-1.
8.2.4 Changes to requirements for products and services
When either the Customer, NIC Global or the Supplier initiates changes, the processes associated with PPAP, Quality Planning, and/or Document Control will be applied to ensure compliance with Customer Requirements. The effects of any changes, including those caused by a supplier will be assessed, verified, and validated prior to implementation. For proprietary designs; impact on form, fit, and function will be reviewed with the Customer so that all effects can be properly evaluated. When required by the Customer, additional verification and/or identification requirements will be met.

8.3 Design and development for products and services
8.3.1 General
NIC Global has defined Design and Development activities as they relate to Product Design and Manufacturing Process Design.
NIC Global does not have design responsibilities for our customers at this time.
Sections 8.3.3 and 8.3.5 specifically address Product Design and would be applied for any new Products to be designed at NIC Global.

8.3.2 Design and development planning
NIC Global NPI team has developed a phase gate new product development and introduction process that describes:
- the different phase gate stages
- the activities associated with each stage (i.e. planning, design, verification, validation)
- the roles, responsibilities and authorities
The NPI team provides adequate resources for this activity. The plans are updated as product design evolves.

8.3.3 Design and development inputs
NIC will design a manufacturing process in order to achieve good parts, on time. The inputs will include customer requirements, targets for cost, productivity, process capability and any applicable statutory and regulatory requirements. If the product bears similarity with current or past products, NIC will use that experience as a tool to design the best practice for manufacturing.

NIC Global does not design products for its customers at this time. Therefore, clause 8.3.3 of the ISO 9001:2015 standards is not applicable to NIC Global’s quality management system.

8.3.4 Design and development controls
Product design and development verification activities will be performed in accordance with the established Design Plan process. Verification has been defined as the evaluation of manufactured parts and measured against all defined input requirements.
The validation activities performed are conducted by the customer to ensure that NIC Global is capable of producing the final product per the requirements and specifications provided at the input stage of these activities. The design is considered validated upon receipt of customer approval of the part(s) produced. Records of the results of the verification activities and any subsequent actions taken will be documented and retained in accordance with QAP 8833 Control of Quality Records.

8.3.5 Design and development outputs
NIC will design a manufacturing process in order to achieve good parts, on time. The inputs will include customer requirements, targets for cost, productivity, process capability and any

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applicable statutory and regulatory requirements. If the product bears similarity with current or past products, NIC will use that experience as a tool to design the best practice for manufacturing.

NIC Global does not design products for its customers at this time. Therefore, clause 8.3.5 of the ISO 9001:2015 standards is not applicable to NIC Global’s quality management system.

8.3.6 Design and development changes
All changes will be subject to the same review, verification and validation activities as associated with the original Design and Development activities. Consideration will be given to the effect of the change on any constituent parts and product already delivered. Records of Design and Development changes will be properly identified per QAP 6673, Engineering Changes and retained per QAP 8833 Control of Quality Records.

8.4 Control of supplier processes, products, and services
8.4.1 General
The company has established and maintains documented procedures for controlling, monitoring, and verifying supplier products and services conforming to requirements per QAP 8615. These include products that are incorporated into the company’s product and those that are shipped directly to the customer from the supplier. In the event of a nonconforming condition received by a supplier, a supplier corrective action request (SCAR) may be initiated per QAP 8821. Records of evaluations are retained per QAF 8833 Quality Records Matrix.

8.4.2 Type and extent of control
NIC Global ensures that purchased product (i.e. raw materials, components, and packaging materials) and outsourced services conform to specified purchasing and applicable statutory and regulatory requirements. The type and extent of control applied to the supplier and the purchased product are dependent upon the effect of the purchased product on subsequent product realization and the final product quality. The extent of verification shall be determined during the planning stages per QAP 8855 New Product Planning and Development and may be modified as required according to product quality metrics analysis. Suppliers are evaluated for initial, as well as ongoing performance, per QAP 8615 Supplier Management. Purchasing and Quality will evaluate and select suppliers based on their ability to supply products, materials and services in accordance with facility requirements. The specific criteria for selection, evaluation and re-evaluation are more clearly defined in QAP 8615 Supplier Management. Records of the results of initial and ongoing evaluations and any necessary actions arising from these evaluations will be maintained in accordance with the Control of Quality Records Procedure QAP 8833.

8.4.3 Information for suppliers
Purchased product definition and validation criteria shall be generated and verified sufficient to accurately describe and validate the required product prior to communication with suppliers per QAP 8610. Where required by customer contract, or by NIC Global Quality Management, additional requirements for the traceability of supplied product, qualification of personnel, and supplier quality management system requirements shall be communicated to the suppliers. NIC monitors and evaluates suppliers per QAP 8615 Supplier Management.

8.5 Production and service provision
8.5.1 Control of production and service provision
The company implements production under controlled conditions (QAP 8731 Production Process Control) including documentation defining product and characteristics to be performed, the availability of suitable monitoring and measuring equipment at different stages of manufacturing.
validation processes that cannot be verified by subsequent monitoring or measurement (specifically regarding welding, chemical treatment and paint shop operations), suitable infrastructure and environment, validation of achieved results, actions to prevent human error and safety awareness (Poka-yoke, Kaizen events, 6S, etc.) and the ability to release and deliver products including post-delivery activities based on customer requirements.

8.5.2 Identification and traceability
Product and material identification and traceability is maintained per QAP 8730 Identification and Traceability. Exceptional monitoring and measuring requirements shall be noted within the work order packages accompanying the product during product realization processes (where required). Where process and material certification are customer required it shall be noted in the job work order packets. Required certification will be retained and presented with the finished product to the customer as required.

8.5.3 Property belonging to customers or external providers
Aspects of NIC Global’s handling of customer and/or external provider supplied materials are described in QAP 8610 Purchasing. Customer Owned tooling is controlled per QAP 8732. Customer or external provider tooling, packaging, dies, fixtures and/or equipment provided will be permanently marked so that the ownership of each item is visible and apparent. Records related to lost, damaged, or unsuitable property shall be retained per QAF 8833 Quality Records Matrix.

8.5.4 Preservation
The preservation of product, completed, or incomplete, is described in QAP 8620 Material Handling. As applicable, preservation will include identification, handling, packaging, storage and protection. Preservation will also be applied to constituent parts of the product. NIC also understands and respects the sensitive nature of our customers assets and physical IP. All data transfers between customers’ and NIC are defined based on customer specific requirements. Confidential data is stored on a secure network and access is denied or allowed by Active Directory user accounts and controlled by the IT department. NIC maintains a secure network system utilizing the latest equipment and security software. Guest access points are controlled via encryption and placed under monthly random generating updated password and have no access to NIC’s internal network.

8.5.5 Post-delivery activities
To ensure compliance with post-delivery activities, NIC Global takes into consideration the scope of customer requirements and its capabilities on meeting those requirements that pertain to the company. NIC Global will consider any applicable statutory and regulatory requirements, potential undesired consequences, the nature and intended lifetime of our products, documented customer requirements, and customer feedback.

8.5.6 Control of changes
When either the Customer, the company or the Supplier initiates changes, the processes associated with first article inspections, Quality Planning, and/or Document Control will be applied to ensure compliance with customer requirements. The effects of any changes, including those caused by a supplier will be assessed, verified, and validated prior to implementation. For proprietary designs; impact on form, fit, and function will be reviewed with the Customer so that all effects can be properly evaluated. When required by the Customer, additional verification and/or
identification requirements will be met. Records shall be retained of changes per QAF 8833 Quality Records Matrix.

8.6 Release of products and services
Processes occurring prior to production which contribute to product realization processes are evaluated through supplier and supplied product evaluations per QAP 8610 Purchasing and QAP 8855 New Product Planning and Development. Processes directly contributing to product realization are monitored for effectiveness through reporting of time required to complete operations, scrap rates, and specific feedback regarding suggested improvements or problem prevention using various forms of feedback. Manufacturing Process Design and Development is discussed in section 8.3 of this Quality System Manual. The results of the process studies will be documented and referenced or contain information which supports required production activities, measurements, inspections, and maintenance instructions. The documents can include objectives for manufacturing process capability, reliability, maintenance, availability, and acceptance criteria. NIC Global will maintain process capability or performance as specified by our customer’s part approval process requirements. Controls Plans, Work Instructions, and process flow diagrams are implemented and include:

- Measurement techniques
- Sampling plans
- Acceptance criteria
- Reaction plans when acceptance criteria are not met

NIC Global initiates reaction plans from the control plan for characteristics that are either not statistically capable or are unstable. These reaction plans will include the containment of product and 100% inspection. A corrective action plan will be completed indicating specific timing and assigned responsibilities to assure that the process becomes stable and capable. When required contractually, the corrective action plan will be reviewed with and approved by the customer. Records shall be retained per QAF 8833 Quality Records Matrix.

8.7 Control of nonconforming outputs
8.7.1, 8.7.2 General
NIC Global has established and maintains documented procedures to ensure that product that does not conform to specified requirements is prevented from unintended use, installation, and/or delivery. This control provides for identification, documentation, evaluation, segregation, and disposition of nonconforming product, and for notification of the functions concerned per QAP 8822 Control of Nonconforming Product. The responsibility for review and authority for disposition of nonconforming product is defined in QAP 8822. Material that is nonconforming shall be processed within the following guidelines:

- Take action to eliminate the detected nonconformity
- The proposed use or repair of product which does not conform to specified requirements shall be reported for concession to the customer or customer’s representative. The description of the non-conformity that has been accepted, and of repairs, shall be recorded to denote the actual condition.
- Measures shall be taken to preclude use of the material for its original intended use or application until such time as that use becomes authorized.
- If non-conforming material is found in finished goods, or it is suspected that defective product may have been shipped to the customer, account management will be notified immediately so that information can be communicated to the customer.
- Verification of conformity when nonconforming outputs corrected, QAP 8821
Records of nonconforming material shall be retained per QAP 8822 Control of Nonconforming Product.

9.0 Performance evaluation
9.1 Monitoring, measurement, analysis and evaluation
9.1.1 General
The company has determined the processes within the QMS that are to be monitored and evaluated at appropriate times and levels. The methods used shall demonstrate the ability of the quality system and processes to achieved planned results. Methods of monitoring the Key Processes at NIC Global include:

- Internal Audits
- Management Review Meetings
- the review of Corrective, Preventative and Continual Improvement Projects, and
- the review of Goals and Objectives

Records shall be retained per QAF 8833-1 Quality Records Matrix. When planned results are not achieved, actions may be taken to ensure conformity of the process.

9.1.2 Customer satisfaction
Passive and actively gathered information shall be monitored to determine a level of customer satisfaction regarding NIC Global performance towards meeting and/or exceeding customer requirements.

Information gathered may consist of, but is not limited to:

- periodic customer surveys
- supplier report cards from key customers
- direct contact / interviews / communication with the customer

Customer Satisfaction may also be monitored through the continual evaluation of performance data related to the production realization process. Customer satisfaction data collected shall include:

- delivered part quality performance
- incidence(s) of customer disruption
- customer returns/customer notifications of issues (return material authorization)
- delivery performance including incidents of premium or expedited freight

9.1.3 Analysis and evaluation
NIC Global collects data (safety incidences, performance metrics, dPPM, supplier score cards, customer surveys, etc.) generated by the quality management system to demonstrate the effectiveness of processes and procedures. The data is collected and reported in the management review meeting and reviewed for improvement opportunities.

Opportunities for improvement, are focused on business processes, improved customer satisfaction, conformity of product to requirements and performance of suppliers.

The evaluation of quality and operational performance is compared to the strategic goals of the organization and can lead to action(s) if necessary to support:

- The development for prompt solutions to customer-related problems.
- Determination of key customer related trends and correlation for status review, decision making and longer-term planning
- An information system for the timely reporting of product information arising from customer usage.
9.2 Internal audits
9.2.1, 9.2.2 General
NIC Global has established and shall maintain documented procedures for planning, implementing and conducting internal audits per QAP 8810, to give assurance that the quality management system is effectively implemented and maintained, adhering to company policies as well as to ISO 9001:2015 standards. Considerations to the frequency, methods, responsibilities, and reporting of internal audits shall be given based on the status and importance of the processes concerned, changes affecting the company, and the results of previous audits. The QMR (Quality Management Representative) will select competent personnel to conduct objective and impartial audits and ensure that internal auditors do not audit their own work. The results of the internal audit will be recorded and brought to the attention of the manager having responsibility in the area audited and address any necessary corrections and corrective actions without undue delay to eliminate any identified nonconformities and their causes.

9.3 Management review
9.3.1 General
Management of NIC Global with executive responsibility shall review the quality system, per QAP 8811 Management Review Process, to ensure its effectiveness for meeting organizational goals and objectives. Management Review meetings ensure the continuing suitability and effectiveness of the quality management system in satisfying the requirements of this quality assurance manual and the stated quality policy and quality objectives of NIC Global. Management review can happen at various times including daily, weekly, monthly etc. This is outlined in the Management Review Summary Matrix QAF 8811.

9.3.2 Management review inputs
Management review meetings shall be conducted, at a minimum, annually. Inputs shall include results of audits, customer satisfaction, correspondence with relevant interested parties, process performance, product conformity, status of active corrective and preventive actions, evaluations of the cost of poor quality, analysis of actual and potential field failures and their impact, product realization process speed and accuracy data, follow-up actions from previous management reviews, changes that could affect the QMS, and other recommendations for improvements and risk mitigation.

9.3.3 Management review outputs
The output of the Management Review meetings includes decisions and actions to improve effectiveness of the quality management system and its processes, improvements in products and processes related to customer requirements and expectations, and provision of resource needs. Records, in the form of management team meeting minutes, shall be retained per QAP 8833 Quality Records.

10 Improvement
10.1 General
The company’s continual improvement is driven by management and derived from the Quality Policy and Quality Objectives. Opportunities for improvement of the Quality Management System are determined during Management Review meetings through analysis of trend data and the use of audit results and corrective/preventive actions.

10.2 Nonconformity and corrective action
10.2.1, 10.2.2 General
Corrective actions are initiated to address ‘known’ process and/or product nonconformance’s. NIC Global will initiate corrective actions to eliminate the causes of these nonconformities in order to prevent their recurrence. Any corrective action taken to eliminate the causes of actual nonconformities shall be to a degree appropriate to the magnitude of problems and commensurate to the risks encountered. NIC Global has established and shall maintain a documented procedure, QAP 8821, for implementing formal corrective actions.

Rev. AH
The application and processing of corrective actions shall include:

- The effective handling of customer complaints and reports of product nonconformities;
- Investigating the cause of nonconformities relating to product, process, and quality system,
- Recording the results of the investigation;
- Determination of the corrective action needed to eliminate the cause of nonconformities;
- Retained records of the results of action taken, and
- Application of controls to ensure that corrective action is taken and that it is effective.
- Apply to similar processes and products, as applicable, in order to eliminate the recurrence of similar nonconformities.
- Implement and record any changes to the documented procedures resulting from corrective action per QAP 8821 Corrective Action.

10.3 Continual Improvement
NIC Global uses documented processes for continual improvement as defined in QAP 8823 Continual Improvement. This includes identification of methods used, objectives, effectiveness, documented information. Opportunities for improvement of the Quality Management System are determined during Management Review meetings through analysis of trend data and the use of audit results and corrective/preventive actions. The focus is on a manufacturing process improvement action plans with emphasis on the reduction of variation and waste.

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**QAM Revision Change History**

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<thead>
<tr>
<th>Originator Function</th>
<th>Change</th>
<th>Reason</th>
<th>Reviewed Function</th>
<th>Approval Function</th>
<th>Revision Level</th>
<th>Date of Effectivity</th>
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<td></td>
<td>Quality Manager</td>
<td>President</td>
<td></td>
<td></td>
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See archives for previous revision history
APPENDIX A: Business Interruption Plan

NIC Global has six facilities located at:

<table>
<thead>
<tr>
<th>Facility Type</th>
<th>Location</th>
<th>Address</th>
<th>Square Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Headquarters/Manufacturing Plant</td>
<td>Gallatin, TN 37066</td>
<td>23518 63rd Ave SE, Woodinville, WA 98072</td>
<td>Approximately 100,000 Sq. Ft.</td>
</tr>
<tr>
<td>Manufacturing Plant</td>
<td>Gallatin, TN 37066</td>
<td>615-206-0455</td>
<td></td>
</tr>
<tr>
<td>Manufacturing Plant</td>
<td>Denton, TX 76207</td>
<td>2361 N. Masch Branch Rd, Chillicothe, OH 45601</td>
<td>Approximately 50,000 Sq. Ft.</td>
</tr>
<tr>
<td>Powder Coating Plant</td>
<td>Woodinville</td>
<td>1365 Gateway Dr, Gallatin, TN 37066</td>
<td>Approximately 24,000 Sq. Ft.</td>
</tr>
<tr>
<td>Inventory Logistic Facility</td>
<td>Pullman, WA 99163</td>
<td>101 Estes Rd</td>
<td>Approximately 12,000 Sq. Ft.</td>
</tr>
</tbody>
</table>

Core capabilities:

- CNC Turret Punching
- Hardware Insertion
- Laser Cutting
- Finish Coating
- Sheet Metal Bending
- Welding
- Hard Stamping
- Value Added Assembly

Possible reasons for business interruptions:

- Loss of Electrical Power; mostly likely temporary condition caused by severe storms.
- Loss of internet connection; most likely a temporary condition caused by hacking, line overloads, or fiber/cable damage.
- Fire
- Natural Disasters

NIC Contingencies:

1. Both NIC manufacturing plants in Woodinville, WA & Gallatin, TN mirror each other in size and share key capabilities and can act as back up for each other in case of emergency. Additional fabrication and assembly capabilities exist in Chillicothe, OH and Denton, TX facilities.
2. All critical documentation (Customer Drawings, Work Instructions, Etc.) are controlled electronically on NIC server so they can be recreated if lost.
3. Entire system is backed up daily and backups are kept off site.
4. Server room is protected by FM-200 fire suppression system and is connected to a backup generator in case of loss of electrical powder.
5. In addition, NIC has back up suppliers near the plants for all processes.
6. NIC Woodinville Plant is split in half with a fire wall that can contain most fires in one half of the building. In addition, the plant has the same and similar manufacturing processes in each half of the building so even in case of a large fire one side of the building can continue to conduct manufacturing activities.
7. NIC also has many of our suppliers carry inventory on hand for JIT delivery so raw materials and purchased components can continue to flow into the plants.
8. NIC conducts infrared thermal inspections of all electrical panels on a regular basis to greatly reduce the risk of fire due to any hot spots in the panels. All fire suppression systems components are also checked on a regular basis (water pressure, fire doors, smoke alarms, alarm system & fire extinguishers).

Annex A

A.1 Structure and terminology
The clause structure (i.e. clause sequence) and some of the terminology used by International Standard ISO 9001:2015, have been changed to improve alignment/integration with other management system standards (ex. ISO 14001).

There is no requirement for the terms used by NIC Global to be replaced by the terms used in the International Standard ISO 9001:2015 to specify quality management system requirements. In preparation of this quality manual, much of the common terms used such as supplier, documents, and records have been retained. Below are a few terms (and definitions) used to meet the new requirements introduced by the International Standard ISO 9001:2015.

- **Context of the organization** – combination of internal and external issues that can have an effect on the organization’s approach to developing and achieving its objectives.

- **Interested Parties** – person or organization (other than customer) that can affect, be affected by, or perceive itself to be affected by a decision or activity by NIC Global.

- **Output** – result of a process
  - Product – output of an organization that can be produced without any transaction taking place between the organization and the customer.
  - Service – output of an organization with at least one activity necessarily performed between the organization and the customer.

- **Risk** – effect of uncertainty.
  - An effect is a deviation from the expected – positive or negative.

- **Documented information** – information required to be controlled and maintained by the organization and the medium on which it is controlled (quality manual, procedures, records, etc.)
Table A.1 – Major differences in terminology between ISO 9001:2008 & 9001:2015

<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Products</td>
<td>Products and Services</td>
</tr>
<tr>
<td>Exclusions</td>
<td>N/A – (see A.4 for clarification below)</td>
</tr>
<tr>
<td>Management Representative</td>
<td>N/A (similar responsibilities and authorities are assigned but no requirement for a single management representative.)</td>
</tr>
<tr>
<td>Preventive Action</td>
<td>Concept – expressed through “Risk-based thinking” (see A.3 for clarification below)</td>
</tr>
<tr>
<td>Purchased product</td>
<td>Externally provided products and services</td>
</tr>
<tr>
<td>Supplier</td>
<td>External provider</td>
</tr>
</tbody>
</table>

A.2 **Products and Services**

The specific inclusion of “services” is intended to highlight the differences between products and services in the application of some requirements. The characteristics of services is that at least part of the output is realized at the interface with the customer. This means, that conformity to requirements cannot necessarily be confirmed before service delivery.

A.3 **Risk-based thinking**

The concept of risk-based thinking has been implicit through the requirements for planning, review and improvement. One of the key purposes of a quality management system is to act as a preventive tool. The concept of preventive action in the International Standard ISO 9001:2015 is expressed through the use of risk-based thinking in formulating quality management systems requirements.

Not all processes within the quality management system represent the same level of risk(s) in terms of NIC Global’s ability to meet its objectives, and the effects of uncertainty. Under the requirements of clause 6.1, the organization is responsible for its application of risk-based thinking and the actions it takes to address risk, including whether or not to retain documented information as evidence of its determination of risks.

A.4 **Applicability**

The requirement for applicability are addressed in clause 4.3, which defines conditions under which NIC Global can decide that a requirement cannot be applied to any of the processes within the scope of its quality management system. The organization can only decide that a requirement is not applicable if its decision will not result in failure to achieve conformity of products and services.

A.5 **Organizational knowledge**

In clause 7.1.6, this requirement addresses the need to determine and manage the knowledge maintained by NIC Global to ensure the operation of its processes and that it can achieve conformity of products and services. Requirements regarding organizational knowledge were introduced for the purpose of:

- safeguarding the organization from loss of knowledge:
  - through staff turnover
  - failure to capture and share information
- encouraging the organization to acquire knowledge:
  - learning from experience
  - mentoring
  - benchmarking
Figure 4: NIC Management Org Chart
Figure 5: NIC Global Woodinville Management Org Chart
Figure 6: NIC Global Contract Process Flow
**MANUFACTURING PROCESS FLOW - WOODINVILLE**

1. Materials Receive Materials QAP 8610 / WI 8841D MRR PROCESS

2. Manufacturing Issue / Shear MTL's QAP 8730 Traceability

3. Manufacturing Turret, Laser or Stamp WI 8731B, Inspectvision, Pin Gage, Caliper and Chart

4. Manufacturing Mill / Machine QC First Part Check

5. Manufacturing Deburr, Tumble, or Time Save QC First Part Check

6. Manufacturing Press Brake WI 8731C QC First Part Check, Run Chart Sampling

7. Manufacturing Install Hardware WI 8731D QC First Part Check

8. Manufacturing MIG/TIG & Spot weld WI 8731A, WI 8731G QC First Part Check Run Chart Sampling

9. Manufacturing Grind/Dress/Flatten as Required

10. Inspection Sample Inspection QAP 8841 C = 0 MRR PROCESS

11. Paint Shop Chem Treat QAP 7300, WI 7320 Process Control Logs

11A. Outsourced Paint/Powder Coat QAP 8610 Thickness Gauge

11B. Rec. Inspection Sample Inspection QAP 8841 C = 0 MRR PROCESS

12. Paint Shop Mast & Prep for Paint QC First Part Check


14. Paint Shop Silk Screen WI 8731S As Required

15. Paint Shop Silk Screen WI 8731S As Required

16. Manufacturing Assembly QC First Part Check

17. Inspection Final Inspect Visual QAP 8841 C = 0 MRR PROCESS

18. Manufacturing Protective Wrap and Packaging QAP 8620

19. Shipping Ship per Work Order Or Kanban Requirements

20. Truck Delivery to Customer

21. Customer Prod Production RMA, SCAR, Surveys/Feedback

Figure 7: NIC Global Woodinville Manufacturing Process Flow