Quality Management System Manual

Quality Policy

*Rainier delivers high levels of customer satisfaction by
producing superior quality products and
continually improving our Quality Management System*

_____

Rainier Industries, Ltd. (Rainier) designs, manufactures, and distributes Display, Shade, Shelter, and Retail products.

This manual applies to all functions related to the Quality Management System (QMS) at Rainier's plant located in Tukwila, WA.

Rainier measures results using the following Performance Objectives:

1. Internal Product Quality
2. Final Product Quality
3. Improvement
4. Vendor Performance
5. Customer Perception
6. Customer Satisfaction
7. On-time Delivery
8. Internal Audit Performance

1 – Scope (manual)

This manual outlines the methodology by which we manage our QMS. It provides a means to:

a) *demonstrate ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and*

b) *aims to enhance customer satisfaction through the effective application of the system, including processes for improvement of the system and the assurance of conformity to customer and applicable statutory and regulatory requirements.*

2 – Normative references

ISO 9000:2015, *Quality management systems — Fundamentals and vocabulary*

ISO 9001, Fifth Edition, 2015-09-15.

3 – Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 9000:2015 apply.

- *Product* or *Service* only apply to products and services intended for, or required by, a customer.
- *Statutory* and *regulatory requirements* can be expressed as legal requirements.
- The term *Customer* refers to all companies, individuals, and organizations purchasing products from Rainier.
- An *Internal Customer* is an individual or department receiving information or material for a particular procedure.
- An *Internal Supplier* is an individual or department providing information or material for a particular procedure.
- A *Procedure* is a series of processes with responsibilities, and authorities to achieve a goal or specified output.
- A *Process* is a set of interrelated or interacting activities, which transform inputs into outputs.
- A *Process Owner* is the individual responsible for a given procedure and it's supporting work instructions, forms, and records. This responsibility includes ensuring that all relevant personnel are trained and that the documentation is accurate. Process Owners are identified by title.
- A *Performance Objective* is something sought or aimed for based upon the goals of the company. This includes objectives related to quality, customer satisfaction and/or other goals as described in the Quality and Environmental Policies, by the Management Review Committee and/or by the Process Owner
- *Performance Metrics* may be established for various functions and levels in the organization.
- *Improvement Projects* include *Preventative Actions, Corrective Actions,* and *Continuous Improvement Actions.*

4 – Context

Rainier Industries began in 1896 as a local manufacturing company manufacturing and providing tents and canvas products for prospectors passing through Seattle on their way the Klondike Gold Rush in the Yukon Territory. Our product offerings have evolved from basic canvas products to custom made-to-order products for each of our 4 Business Units: Display, Shelter, Shade and Retail and we now market our products world-wide. We are a fast and diverse manufacturing company providing great customer service. We strive to be the best.

4.1 Rainier's Organization and Context[1]

Issues

Internal and external issues that impact Rainier positively and/or negatively include:

Internal issues	**External issues**
Employees	Suppliers
Processes	Subcontractors
Work Instructions	Legal & Regulatory Requirements
Training	Economic
Facilities	Technological
Equipment	Market Conditions (competitors)
Values	Labor Market
Performance (profitability)	Utilities
Growth	

We monitor and review data relating to these issues.

---

[1] See QMS Procedure Overview

Interested Parties	Profit	Marketing	Compliance	Outreach	Economic	Sales
Board of Directors	X	X	X		X	X
Leadership	X		X		X	X
Employees				X		X
Suppliers				X		
Customers		X		X		
Lenders	X				X	X
Regulatory Bodies			X	X		
Statutory Bodies			X			
Emergency Responders			X			

The requirements and influences of the interested parties are relevant to our QMS.

We monitor metrics that measure our performance and indicate trends as they relate to the interested parties above through the following methods.

- End of Year Report   Annually
- Management Review   Quarterly
- Business Unit Managers – *Scorecard*   Weekly
- Daily Flash Report   Daily
- Daily Standup Meetings (companywide)   Daily

External Context

We monitor, measure and consider the impact of legal, technological, competitive, market, cultural, social, and economic environments. Strategic and operational decisions are based on our understanding of the external context of the business environment we compete in.[2]

Internal Context

We strives to understand and consider issues related to values, culture, knowledge, growth, and performance. Our workforce is very culturally, age, and educationally diverse.

We consider all Interested Parties as they impact our QMS. We focus on our customers which directs the rest of the business.

4.2 Needs and Expectations of Interested Parties

We analyze performance, conduct market research, listen to our employees, and comply with laws and regulations.

a) Interested Parties that are relevant to the QMS
- Upper level management
- Quality manager
- Business Unit Managers
- Other key managers
- Employees
- Registrar (TUV)

---

[2] See 560-01 - Management Review

b) We are committed to working in partnership with our Customers, Suppliers, Employees, and relevant Municipalities. Our intent is to fully understand of these interested parties to determine where best to focus our improvement efforts to achieve the best results.

We use a variety of means to collect and analyze data relevant to the impact of the interested parties. We welcome ideas and comments from all sources.

We share issues, results, and solicit input using a variety of means including:

- www.Rainier.com
- Rainier Summit (newsletter)
- Press releases
- Team Meetings
- Marketing
- Direct contact

4.3 Scope (QMS)

Our QMS serves as the means to control, monitor, analyze, improve, and; to meet both internal and customer requirements as they relate to product and service quality.

All documentation utilized in QMS is organized into a four-level system.

- Quality Management System Manual
- Procedures
- Work Instructions
- Forms and Electronic Data

QMS consists of the Quality Manual (this document), procedures, work instructions, forms, databases, and records needed to ensure consistency of operation.

Our procedures provide information on how they interact with other procedures.[3]

Data from the various performance metrics are gathered for each business unit and reported to the Management Review committee. The MR committee is responsible for the effectiveness of our QMS and to ensure that adequate resources are being provided. Minutes of the meetings are posted on the employee information bulletin board and archived on the network.

4.4 System & Processes

The following procedures serve to ensure general ISO requirements are met:

- Management Review (560-01)
  - o Review and analyze performance metrics quarterly.
  - o Consider results, trends, and opportunities.
  - o Manage and direct resources based on the outcome of Management Review.
- Internal Audit (822-01)
  - o Audit QMS Procedures, Work Instructions and Training.
  - o Ensure all internal and ISO requirements are met.

---

[3] See QMS Procedure Overview

5 - LEADERSHIP

5.1 General

Our corporate goals and objectives are established by the executive staff.[4]

Rainier is comprised of 4 business units. Each business unit is led by a Business Unit Manager (BUM). The BUM's are responsible for leadership and profitability within the context of the strategic direction of Rainier Industries, Ltd.[5]

The Quality Manager is accountable for the QMS program.[6]

Focus – Customer focus is the responsibility of the BUM's and the director of Marketing.

- Business Unit Managers, working with the director of Marketing are responsible for understanding, executing and complying with;
  o Customer requirements
  o Statutory and regulatory requirements
  o Risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction
  o Identify and implement opportunities for improvement as they relate to customer satisfaction
  o Continually improving our QMS

5.2 - POLICY

Establishing – Top management has established, implemented and maintains a *Quality Policy* that:
a) is appropriate to the purpose and context of Rainier and supports its strategic direction;
b) provides a framework for setting quality objectives;
c) includes a commitment to satisfy applicable requirements;
d) includes a commitment to continual improvement of the quality management system.

Communicating – The quality policy is:
a) available and be maintained as documented information;
b) communicated, understood, and applied;
c) available to relevant interested parties, as appropriate.

5.3 Organizational Roles, Responsibilities, and Authorities

Top management ensures that the responsibilities and authorities for relevant roles are assigned, communicated and understood.

Quality Manager – Ensure the QMS conforms to the requirements of the International Standard.
BUM's – Ensure the processes are delivering their intended outputs.
Quality Manager - Report on the performance of the QMS and on opportunities for improvement (see 10.1), in particular to top management;
BUM's - Ensure the promotion of customer focus throughout each Business Unit.
Quality Manager - Insure the integrity of the QMS is maintained when changes are planned and implemented.

---

[4] See Appendix 5.1.1a
[5] See Appendix 5.1.1b
[6] See Appendix 5.1.1c

6. PLANNING

6.1 Risks and Opportunities

When planning; We consider our organizational context (4.1), the needs and expectations of external parties (4.2) and determines the risks and opportunities that need to be addressed to:

a) give assurance the QMS can achieve its intended result(s);
b) enhance desirable effects;
c) prevent, or reduce, undesired effects;
d) achieve improvement.

We plan actions to address these risks and opportunities and how to:

a) integrate and implement the actions into its QMS processes (see 4.4);[7]
b) evaluate the effectiveness of these actions.

6.2 Quality Objectives and Planning

We have established quality objectives at relevant functions, levels, and processes needed for our QMS.[8]

Quality performance objectives:

a) are consistent with the quality policy;
b) are measurable;
c) take into account applicable requirements;
d) are relevant to conformity of products and services and to enhancement of customer satisfaction;
e) are monitored;
f) are communicated;
g) are updated as appropriate.

We maintain documented information on the quality objectives.[9]

We use our Improvement Procedure (850-01) to improve and achieve quality objectives.

6.3 Planning of Changes

When we determine the need for changes to the QMS the changes are carried out in a planned manner (see 4.4).

We consider:

a) the purpose of the changes and their potential consequences;
b) impact(s) to the QMS;
c) the availability of resources;
d) the allocation or reallocation of responsibilities, authorities, and timing.

---

[7] See Appendix 6.1.2
[8] See 560-01 - Management Review
[9] See Appendix 6.2.1

7. SUPPORT

7.1 Resources

General – We determine and provide the resources needed for the establishment, implementation, maintenance, and continual improvement of our QMS.

The standard method is to use 830-01 Improvement. In addition, we consider:

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

People – We determine and provide the persons necessary for the effective implementation of its QMS and for the operation and control of its processes.[10]

Infrastructure – We determine, provide and maintain the infrastructure necessary for the operation of our processes and to achieve conformity of products and services.

NOTE Infrastructure can include:

a) buildings and associated utilities;
b) equipment, including hardware and software;
c) transportation resources;
d) information and communication technology.

Environment – We determine, provide and maintain the environment necessary for the operation of our processes and to achieve conformity of products and services.[11]

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

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

Quality - We provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

Upper management and Business Unit Managers ensure that the resources provided:

a) are suitable for the specific type of monitoring and measurement activities being undertaken;
b) are maintained to ensure their continuing fitness for their purpose.[12]

Retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

Traceability - The Maintenance and Calibration procedure (760-01) is followed when measurement traceability is a requirement or is considered to be essential.

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

Organizational Knowledge – Managers determine the knowledge necessary for the operation of processes and to achieve conformity of products and services.

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

When addressing changing needs and trends, managers consider the current knowledge base and determine how to acquire or access any necessary additional knowledge and required updates.

---

[10] See Appendix 7.1.2
[11] See Appendix 7.1.4
[12] See 760-01 Maintenance and Calibration

Our organizational knowledge is based on:

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

7.2 Competence

We:

   a) determine the necessary competence of person(s) doing work that affects the performance and effectiveness of the QMS;[13]
   b) ensure that staff members are competent on the basis of appropriate education, training, or experience;[14]
   c) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;[15]
   d) retain appropriate documented information as evidence of competence.[16]

NOTE Applicable actions can include, for example, the provision of training to, the mentoring of, cross training of, or the reassignment of employees; or the hiring or contracting of competent employees.

7.3 Awareness

We ensure that persons doing work are aware of:

   a) the Quality Policy and relevant objectives;[17]
   b) their contribution to the effectiveness of the QMS, including the benefits of improved performance, and the implications of not conforming with the QMS requirements.

7.4 Communication

We have established internal and external communications relevant to the QMS including:

---

[13] See Work Performance Review(s)
[14] Job Description and continuing education
[15] Training & continuing education
[16] See the "Training Matrix" and HCM
[17] See the *Quality Policy*

Internal	External
a) Rainier-Connect Monitors	a) Rainier.com
b) Daily stand-up meetings	b) Marketing Channels
c) SQDCM boards	c) Social Media
d) Central bulletin board	
e) Shop/Work Area bulletin boards	
f) Posted Flyers	
g) Email	
h) Newsletter	

7.5 Documented Information

Our QMS includes:
a) This manual that conforms to the International Standard;
b) QMS Procedures.

Creating and Updating

When creating and updating documented information, we ensure appropriate:
a) Identification, description, and date;
b) format;
c) review for suitability and adequacy.

Control of Documented Information

Documented information required by QMS and by this International Standard are controlled to ensure:
a) it is available and suitable for use, where and when it is needed;
b) it is adequately protected

For the control of documented information, we address the following activities, as applicable:
a) distribution, access, retrieval and use;
b) storage and preservation;
c) revision control;
d) retention and disposition.

Documented information of external origin determined to be necessary for the planning and operation of the QMS is controlled and retained in folder on the network with limited access.

8. OPERATION

8.1 Operational Planning and Control

We plan, implement and control the QMS processes needed to meet the requirements for the provision of products and services.

8.2 Requirements for Products and Services

Customer Communications include:
a) providing information relating to products and services;
b) handling; enquiries, contracts, orders, change orders;
c) obtaining customer feedback relating to products and services, including customer complaints;
d) handling or controlling customer property;
e) contingency actions, when relevant.

When determining Requirements for Products and Services offered to customers:
  a) the requirements for the products and services are defined, including:
      1) applicable statutory and regulatory requirements;
      2) those considered necessary;
  b) claims for products and services are verified.

Conduct a review of requirements before committing to supply products and services to a customer, to include:
  a) requirements specified by the customer;
  b) requirements necessary for the specified or intended use;
  c) Rainier requirements;
  d) applicable statutory and regulatory requirements;
  e) contract or order requirements differing from those previously expressed.

When there are changes to Requirements for Products and Services, relevant documents are updated and archived; and relevant persons are made aware of the changed requirements.

8.3 Design and Development of Products and Services

We maintain a design and development process that are appropriate to ensure the subsequent provision of products and services.

Product Development is managed through 730-03 - New Product Development

8.4 Control of Externally Provided Processes, Products, and Services

Ensure that externally provided processes, products and services conform to requirements.

Controls – Apply controls to externally provided processes, products and services.

Type and Extent - We ensure that externally provided processes, products and services do not adversely affect our ability to consistently deliver conforming products and services to customers.[18]

Information – Ensure the adequacy of requirements prior to their communication to external providers.

8.6 Release of Products and Services

We verify and document that the product and service requirements have been met prior to release to the next Operation or Customer.[19]

8.7 Control of Nonconforming Product

Nonconforming product and service are documented, analyzed and managed through 830-01 - Non-Conforming Product.

9. PERFORMANCE EVALUATION

9.1 Control Monitor, Analyze, and Improve

Control

  Procedures: Outline how we carry out our activities
  - Work Instructions: Clarify Procedural step or local Business Unit activity
  - Forms: Document activity, action or agreement

  Training: Insures that employees understand the procedures that affect them

Monitor

---

[18] 730-01 - Project Management & 740-01 - Purchasing

[19] Traveler QC (scanned and attached to the Job in Epicor) &/or QC Operations in Epicor

Training record: Insures that training is up to date
Internal Audits: Insure that procedures are understood and followed

Analyze

Cases: Document problems and observations for consideration

- NCR (None Conforming Report)
- OFI (Opportunity for Improvement)

Improve

Cases: OFIs are escalated to action status to initiate improvement
Management Review: Consider metrics data. Initiate actions. Provide resources

9.1 Management Review

Metrics considered at the quarterly Management Review include:

1. Quality
   - # of NCR cases created / # of jobs completed
2. Rework
   - $ of rework / hrs worked on jobs
3. On Time Completion
   - # of operations on-time / # of operations completed
4. Vendor On-Time Delivery
   - PO Release Date VS PO Receipt Date
5. Internal Audit Performance
   - # of OFIs recommended during audit
6. Complaints
   - # of customer complaints
7. Customer Perception
   - NPS score as reported from Delighted
8. Improvement
   - # of corrective actions completed in ERP

Data is analyzed, opportunities for improvements are considered, results of previous assignments and activities are recorded, and final QMS considerations are recorded.

10. IMPROVEMENT

Opportunities for Improvements (OFIs) and Non-Conforming Reports (NCR's) are recorded in Case Entry. The Case Owner is responsible for documenting the issue, implementing the corrective action, and recording the resolution of the Case.[20]

QMS Summary:

The intention of this manual is to document our QMS, provide an overview of our methodology and its compatibility with the ISO 2015 standard. Refer to related *QMS Procedures*, *Work Instructions*, *Forms*, and related documents for detail.

If any part of the ISO Standard is not referenced in this QMS manual it was deemed to be not applicable to our organizations ability or responsibility to insure the conformity of our products and services and the enhancement of customer satisfaction.

---

[20] See: 850-01 – Improvement and 830-01 - Non-Conforming Product

Appendix

5.1.1a Executive Staff
- o Annual Staff Retreat
  - ▪ Review existing and establish new corporate goals
- o Weekly Executive Staff Meetings (formal)
  - ▪ Review metrics
  - ▪ Strategic planning
  - ▪ Executive level project reporting
- o Daily Stand-Up meetings to discuss current issues (informal)
  - ▪ Communicate current issues

5.1.1b Business Unit Process (*Plan–Do–Check–Act*)
- o Weekly Business Unit Meetings
- o Cases may be created
- o Cases are reviewed (by BUM's and at meetings)
  - ▪ NCR's and OFI's are reviewed and considered
- o Document and record results

BUM's will use the following framework to guide them in the execution of their application of our QMS:

a) take accountability for the effectiveness of the quality management system;

b) ensure that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the Business Unit;

c) ensure the integration of the QMS requirements into the Business Unit's processes;

d) promote the use of the QMS procedures, work instructions and this manual;

e) ensure that the resources needed for the quality management system are available;

f) communicate the importance of effective quality management and of conforming to the QMS requirements;

g) ensure our QMS achieves its intended results;

h) engage, direct and support persons to contribute to the effectiveness of the QMS;

i) promote improvement;

j) support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

5.1.1c Quality Manager's Core Responsibilities
- o QMS manual
- o QMS procedures
- o QMS work Instructions
- o QMS forms and electronic data
- o QMS Internal Audits
- o Coordinating and facilitating external audits

5.1.1b Case Entry / OFI
- o Business Unit Managers review Cases assigned to their Business Unit on a regular basis.
  - ▪ May use the Risk Analysis form (format)
  - ▪ May use other methods to identifying trends and focus improvement efforts
    - • Actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

NOTE 1 *Options to address risks can include avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or retaining risk by informed decision.*

NOTE 2 *Opportunities can lead to the adoption of new practices, launching new products, opening new markets, addressing new customers, building partnerships, using new technology and other desirable and viable possibilities.*

7.1.4 Work Environment
- o Human Resources Dept. (policy)
  - ▪ Generate, Provide, and Administer employee policies and services
    - • Employee Handbook
    - • Administer HCM
- o Safety Committee (issue reporting & action)
  - ▪ Safety representatives from each Division
  - ▪ Safety Officers on the Safety Committee
- o HCM (employee resource)
  - ▪ Employees resource for company related information