SAMPLE PAGES

FOR

AS9100C
POCKET GUIDE

© Quality Pursuit, Inc.

To order this pocket guide from
Quality Pursuit, Inc.
call
1-800-278-7784
or
visit
**www.qualitypursuit.com**

Project management

Although the realization process may be well planned, there must be some oversight to efficiently achieve the intended outcomes. AS9100C requires that your company:

- use structure and control for planning product realization
- use structure and control for managing product realization
- meet requirements without surpassing:
  - established limits of acceptable risk
  - established resource constraints
  - established schedule constraints

Commercial software products are available for project management. These products should be useful in fulfilling this AS9100C requirement. (7.1.1)

Management's Role – Auditors are very likely to inquire about the use of project management methods. There should be little cause for concern if he/she observes that established software tools are being used for the purpose of project management.

Each Employee's Role – Tracking the progress of an evolving plan requires input from various sources. As an employee, you might be one of those sources. You should always be sure of any reporting that you are required to do.

Risk management
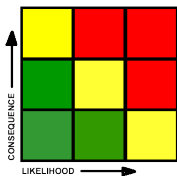
In sub-clause 7.1.2, the standard is addressing those risks associated with the achievement of applicable requirements relative to the intended product or service. Those risks must be managed through the use of a process established, implemented and maintained by your company. The use of a risk management team would enable thorough identification, evaluation and mitigation of risks. Use of such a team could fulfill the requirements for:

- assigning risk management responsibilities
- determining potential risks during product realization
- establishment of specific risk criteria, i.e.
  - possibility of occurrence?
  - what will happen if it occurs?
  - at what level is it acceptable?
  - is mitigation required to achieve acceptability?
- determining needed mitigation
- implementing the determined mitigation
- managing the mitigation activity
- acceptance of post mitigation results (7.1.2)

Management's Role – Successfully achieving product or service requirements is ultimately the responsibility of management. An auditor who observes that a process for risk management has not been fully established will generate a nonconformity requiring corrective action from management. Although much of the risk management activities can be done by employees at levels below top

management, it would seem prudent to have one member of top management who is highly involved for the purpose of strict oversight.

Each Employee's Role – As a risk management team member or an individual employee, your assignments could include risk management responsibilities. An auditor, having knowledge of your company's established risk management process, will likely evaluate your conformity to that process from risk determination through mitigation if required.


Configuration management

In manufacturing, there are two basic configuration questions. In one case, like base product can be configured differently to create different end products. In the second case, the same end product may exist at different revision levels. The two airplanes above are two different end products because they have different performance requirements. There is also a need to know the delivered revision level. These two pieces of information are important for such reasons as design input required (i.e. safety) modifications. For this reason, AS9100C requires that your company create or adopt a configuration management process suitable for the products involved. This process must be maintained to ensure its continued accuracy. Features of your company's configuration process must include:

- planning for configuration management
- identification of configuration

- tracking and control of implemented changes
- awareness and accuracy of configuration status
- auditing to validate configuration management process effectiveness (7.1.3)

Management's Role - Managers are certainly responsible for the establishment of a suitable configuration management system. That responsibility might require assuring the training of key individuals to attain configuration management skills and/or approving the procurement of configuration management software.

Each Employee's Role - Those of you given the responsibility to update and maintain product configuration will certainly be tested by the auditors. Auditors could and no doubt will select in-process product, in-stock product and maybe delivered product to verify correct configuration information is recorded in accordance with your company's procedure. Additionally, a very thorough auditor will likely ask for evidence of configuration planning and auditing of configuration.
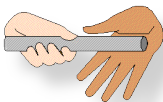
Control of work transfers

AS9100C contains a unique requirement that addresses scenarios in which there is a need to move work from one entity to another. The possibilities are several: from one department to another within your company, from within your company to an external supplier, from one supplier to another, from an external supplier to an internal department, etc. Whether temporary or permanent,