IDEAL JACOBS CORP.

515 Valley Street Maplewood, NJ 07040 USA

QEO Procedures Manual

Revision 14

Issued on 12/30/2021

Conforms to the ISO 9001:2015 & ISO 14001:2015 Standards

Authored by Andrew Jacobs & Mike Valentine

Note: All Procedures were reviewed for changes prior to the issue date above.

About the Ideal Jacobs Procedures Manual

In addition to and in support of the ***QEO Manual*** and its processes, we have developed documented procedures. These include the following:

Plan (i.e. how we setup our system in order to succeed at achieving our objectives):

- Context of the Organization (see ***IJP-01***)
- Risk Management (see ***IJP-02***)
- QEO Process & Procedure Changes (see ***IJP-03***)
- Control of Documents (see ***IJP-04***)
- Control of Records (see ***IJP-05***)
- Employee Training & Communication (see ***IJP-06***)
- New Product Introduction (see ***IJP-07***)

Do (i.e. how we execute our plans):

- Contract Review & Order Entry Process (see ***IJP-08***)
- Product/Service Realization Process (see ***IJP-09***)
- Purchasing and Contracting Process (see ***IJP-10***)
- Mfg/Service Provision Process (see ***IJP-11***)
- Shipping & Delivery Process (see ***IJP-12***)
- Receiving & Product Handling Process (see ***IJP-13***)

Check (i.e. how we monitor and measure our performance):

- Inspection (see ***IJP-14***)
- Calibration (see ***IJP-15***)
- Management Review (see ***IJP-16***)
- Internal Audits (see ***IJP-17***)

Act (i.e. how we react to the results found via monitoring and measuring):

- Continued Improvement (see ***IJP-18***)
- Preventive & Corrective Action (see ***IJP-19***)

This list only provides some top-level procedures, and may not reflect the entirety of all QEO documentation. With this manual we aim to proceduralize the various departments in our company, Ideal Jacobs ("IJ"), to the simplest levels possible for all of our employees and vendors to learn about the philosophy and policies and day-to-day operations of our company.

The individual procedures included in this manual are individually managed and tracked with their own revision history and grouped to together to compose the Procedures Manual that is then distributed company-wide.

IJP-01: Context of the Organization

1. **Purpose:** To define how the company's Strategic Direction and Scope is developed by Top Management through the identification of interested parties, issues of concerns, risks and opportunities.

2. **Scope and Process Owners:** Process is owned by all the President and Vice Presidents.

3. **Accountabilities and Procedures:**

   3-1. "Interested parties" are those stakeholders who receive our Products and/or Services, who may be impacted by them, or those parties who may otherwise have a significant interest in our company. The interested parties applicable to Ideal Jacobs are listed in the Context of the Organization chart (see below), along with the reason for their inclusion. This includes both internal and external parties.

   3-2. The identification of an interested party does not necessarily bring that party into the scope of the QEO.

   3-3. For each interested party identified in the context of company, the related concern(s) are noted on the Context of the Organization ("COTO") chart. These issues may also be either internal or external, negative or positive.

   3-4. Top Management then identifies risks and opportunities related to the issues of concern and include them on the COTO chart. Risks are managed to reduce their likelihood and consequence, while opportunities are managed to increase their likelihood and consequence. We address risks as a means to lead to opportunity.

   3-5. From the information derived in this procedure, Top Management devises a "strategic direction" which is documented in the QEO manual and in records of QMR.

COTO Chart:

Interest Party	Int/Ext	Needs and Expectations	Risks and Opportunities
Top Management	Internal	Ensure the staff have what they need to succeed at their jobs Monitor, review and maintain QEO manual and processes, so that it is useful and efficient	Risks: A poorly maintained QEO results in loss of trust in its effectiveness by all interested parties Opportunities: A properly executed QEO starts with top mgmt. When the interested parties buy into it we start building superior teamwork, which results in the company's success and growth.
Staff	Internal	Training Satisfactory tools, equipment and facilities Safe work environment	Risks: Insufficient training and facilities results in inefficient performance and injuries in the workplace Opportunities: When the staff knows what they are doing the work is safer and more efficient, and chances for continual improvement are greater because the changes come from the primary users of the QEO processes

Customers	External	High quality products and services Excellent customer support On-time delivery	**Risks**: Damage to reputation, which could result in loss of contracts when requirements are not met **Opportunities**: Exceeding expectations and excelling at solving problems when they occur help us stand out from the competition. Building solid business relationships with customers that value our reliable quality leads to more contracts and referrals
Providers	External	Clearly defined requirements Adequate time to complete the product/ service	**Risks**: When our suppliers fail to deliver, we fail with our customer and they fail with theirs, everyone loses **Opportunities**: Being able to provide clear, consistent and realistic instructions to our suppliers helps to build strong partnerships where everyone has the best chance to succeed.
Our Environment	External	Continued effort to reduce waste Efficient use of raw material	**Risks**: Damage to the environment does not lead to sustainable or brighter future **Opportunities**: Continually looking for ways to reduce and minimize waste also means we are saving time and money which directly affects the company's financial stability, while also allows for greater longevity for both ourselves and the generations that follow
Our Community	External	Clean and quiet environment Mutual respect towards our neighbors	**Risks**: When we are perceived negatively in our own community we damage the culture both internally and externally **Opportunities**: When we contribute positively in our community, we build a stronger reputation and increase the possibility for smoother expansion within our existing and future communities
Our Compliance	External	OSHA	**Risks**: When OSHA deems our company unsafe, the result could mean loss of business due to shutdown, hurt employees, or fines. **Opportunities**: Keeping a safe work environment and training our staff to minimize hazards, demonstrates a priority in taking care of our employees and increases efficiency with less downtime.

4. Revision History:

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	5/21/2019	Minor change, added OSHA to COTO	A. Jacobs & M. Valentine

IJP-02: Risk Management

1. **Purpose:** To effectively plan and implement various actions to address risks and opportunities in order to prevent and minimize the occurrence of negative effects of our products, services and the QEO, while also maximizing and enhancing the occurrence of positive effects and opportunities.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

3-1. Risks in regards to Quality are identified as part of the Context of the Organization Procedure described in ***IJP-01***.

3-2. Additional risks may be identified by any employee at any time.

3-3. Each key process is defined in detail and included as part of the Procedure Manual (see ***IJP-08*** thru ***IJP-13***). These processes include the identification and mitigation plans for key risks associated with the defined process. Ideal Jacobs reviews these risks and takes action to minimize them.

3-4. The methods for risk assessments vary, but should always include a means of identifying the risk under examination, and a description of the result of the risk assessment.

3-5. Detailed may include SWOT (strength, weakness, opportunity and threat) or other tools. No single method is used for all risk assessments; the tool selected should be the best tool applicable to that particular risk analysis.

3-6. Processes using the SWOT analysis use this template:

Process Name	**Opportunities (external, positive):**	**Threats (external, negative):**
Strengths (internal, positive):	Strength-Opportunity Strategies (Which of our strengths can be used to maximize this opportunity)	Strength-Threat Strategies (How can we use our strengths to minimize this threat)
Weaknesses (internal, negative):	Weakness-Opportunity Strategies (What action can we take to minimize our weaknesses using this opportunity)	Weakness-Threat Strategies (How can we minimize our weakness to avoid this threat)

Environmental and Safety:

3-7. Risks in regards to the Environment and/or Safety are identified and documented via Aspect and Impact forms (see ***ENV-4*** and ***OSHA-4***)

3-8. The Top Management is in charge of identifying aspects (interacts with the environment and safety) and how they impact our company, employee, customers, suppliers, the surrounding community and the environment.

3-9. Environmental Aspects will be determined by a combination of the following factors:

- Does something affect the air around us?
- Does something affect the water or other fluids around us.
- Does something affect the physical surroundings?

3-10. Safety Aspects will be determined by a combination of the following factors:

- Does something effect the safety of our location?
- Does something affect the health of our employees?

3-11. An aspect is defined as anything that would change the normal environmental and/or safety situation as we currently view it and would be considered an aspect that would have to be documented.

3-12. If something is determined to be an aspect by Top Management then form ***ENV-4*** or ***OSHA-4*** will be filled out, documenting the impact and plan for control and noted whether or not it is significant.

3-13. All ***ENV-4*** and ***OSHA-4*** forms will be stored in the QEO database and File cabinet for and minimum of 5 years and will be reviewed and monitors via the QMR.

3-14. If a risk includes a potential positive aspect, management may elect to conduct an opportunity pursuit assessment on the positive aspect, as defined below.

Opportunity:

3-15. IJ actively seeks out opportunities which could increase business. For example:

- obtaining new contracts/customers
- obtaining avenues to new markets by identifying new industries we can serve
- development of new product or service offerings that are within the scope of our capabilities
- streamlining existing processes to improve efficiency and reduce costs

3-16. Opportunities are identified as part of the "Context of the Organization" described in ***IJP-01*** and as part of the corrective and preventive action

6. Revision History:

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-03: QEO Process & Procedure Maintenance

1. **Purpose:** To create a system to control and maintain copies of the QEO and Procedures Manual, and insure they are continually updated to evolve with the company.

2. **Scope and Process Owners:** Process is owned by all Top Management. All changes are approved and instituted by the President and Vice Presidents.

3. **Accountabilities and Procedures:**

   3-1. Any employee wanting to add, change or delete a Procedure or amend the QEO Manuals should submit a hand-annotated copy of an existing manual to the Top Management. Additionally forms ***IJ-14*** or ***IJ-16*** may be used.

   3-2. The President or a VP is in charge of approving or deleting changes.

   3-3. If the President or a VP approves the change, it will be added to the Procedure or QEO Manual.

   3-4. Once approved, the hand-annotated copy or existing manual will be signed and dated by the President or a VP.

   3-5. The hand-annotated copy or manual will be stored in the ISO cabinet in a file marked Procedure and QEO Manual Addition/Change forms for two years.

   3-6. The Controlled Procedures Manual List (see form ***IJ-15***) will list who must have the most recent editions of the Procedures Manual form ***IJ-15*** will be kept in a QEO database and/or File Cabinet for a minimum of two years.

   3-7. The Controlled QEO Manual List (see form ***IJ-17***) will list who must have the most recent edition of the QEO Manual. Form ***IJ-17*** will be kept in a QEO database and/or File Cabinet for a minimum of two years.

   3-8. The President and Vice Presidents will decide which Employees will be on the QEO and Procedures Manual control lists, based on their exposure and impact they have over the company's compliance to the QEO standards.

   3-9. Any revisions made to either the QEO manual or any of the individual Procedures (i.e. documents with the prefix "IJP") that compose the Procedures Manual, once approved by the President and Vice Presidents, will be tracked individually on each of those documents and then distributed to those on the controlled list.

   3-10. Non-controlled copies of either the QEO or Procedures Manual can be obtained by Top Management.

   3-11. All procedures will be checked two years after their latest revision or incorporation into this manual to assure they still reflect the operations of the QEO, handwritten changes or form ***IJ-14*** or ***IJ-16*** will be generated to cover each procedure.

   3-12. Possible Actions of the Review: No Change or changes required including additions/deletions and changes The President or VPs will determine what is needed and incorporate into a revised Procedure which will then be forwarded to all Procedures Manual Controlled List personnel.

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-04: Control of Documents

1. **Purpose:** To define the requirements for the creation, review, approval, distribution, use and revision of all QEO Documents.

2. **Scope and Process Owners:** Process is owned by all Top Management. All changes are approved and instituted by the President and Vice Presidents.

3. **Accountabilities and Procedures:**

   3-1. Controlled, dated, and signed copies of any Internally Controlled QEO Documents are stored in the QEO database and/or File Cabinet along with a master forms list with the most current rev dates (see ***IJ-41***).

   3-2. Revisions to any Internally Controlled QEO Document will be made by the appropriate Top Management who is also responsible for any distribution once it is finalized and approved.

   3-3. The President and VP's will review and approve all drafts of new documents and changes to existing documents prior to their distribution. They will date and initial the documents before they are put into use.

   3-4. The Top Management is in charge of creating, modifying or deleting all current Internal QEO Documents which will be reviewed every two years. All versions in the last 5 years will be kept in the QEO File Cabinet for at least five years. All electronic file version will be stored in the QEO database and be listed as per their revision numbers. All IJ-PT documents for Process Training, will note the author, reviewer and approving Top Management member.

   3-5. All Exterior Controlled documents are controlled by the Top Management. These documents are dated, signed or initialed.

   3-6. The President or Vice Presidents are in charge of making sure all obsolete documents are destroyed except for those needed for research and traceability. Outdated documents will be traceable by their revision numbers. Disposition of all outdated or obsolete forms will be put into the trash along with all other solid waste of the company or shredded and used for packaging.

   3-7. For external documents such as standards or third party specifications which are referenced in a customer purchase order or contract, these documents may be maintained without control, provided that the revision of the document on file matches the revision indicated by the customer. Where the customer provides no revision number, the latest (most recent) revision shall be assumed.

   3-8. When external customer supplied drawings come into Ideal Jacobs they are re-named by our Art Department and placed on the separate art server by this new designation, and made accessible from the company database (i.e. IJDMS). The customer's Version number and IJ's internally assigned Version number are recorded in the IJDMS and included on the Order and Production records. Any change to existing drawing files on record will be labeled as "Major" or "Minor" changes and the internal Version number will automatically move up by 1 increment from the previous Version.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	9/1/2021	Updated the document requirement for IJ-PT (process training)	A. Jacobs & M. Valentine

IJP-05: Control of Records

1. **Purpose:** To define the requirements for the identification, storage, retrieval, retention time and disposition of all controlled QEO Records.

2. **Scope and Process Owners:** Process is owned by all Top Management. This applies to any record that is needed to provide evidence of conformity to requirements and of the effective operation of the QEO. The list of records within this scope are shown on ***IJ-41.***

3. **Accountabilities and Procedures:**

   3-1. Storage and retention methods for each controlled QEO Record is indicated on the master forms list (see form ***IJ-41***).

   3-2. Unless otherwise indicated on form ***IJ-41,*** QEO Record soft copies will be stored on the company server or database(s), and hard copies will be retained and stored in file cabinets.

   3-3. QEO Records shall be maintained a minimum of 5 years, otherwise indicated on form ***IJ-41*** or as defined by customer, statutory or regulatory requirements.

   3-4. Training records and other records pertaining to employees will be retained at least one year beyond that employee's end of employment.

   3-5. As required by customer contract or regulatory requirements, QEO records shall be made readily available for review by the requesting authority. Such review is limited to those records applicable to the customer or regulatory authority, and shall not allow for the accidental or intentional release of confidential information to an unauthorized party.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-06: Employee Training & Communication

1. **Purpose:** To insure all IJ personnel are familiar with the QEO and work within it's guidelines and improving it, and that they receive all the necessary training, resources and communications to achieve this and any other process they are responsible for.

2. **Scope and Process Owners:** Process is owned by all Top Management. This applies to all personnel that perform operations within the QEO system.

Orientation and Training:

3. **Accountabilities and Procedures:**

3-1. The President and/or VP's are in charge of initial QEO training. However Top Management is responsible for ensuring the employees they manage are continually receiving the training they require as needed. Form ***IJ-5*** will be used to track employee training for the various coded processes they require (see ***IJ-110***) and the QEO system as a whole.

3-2. The Top Management will be deemed suitable to train other employees after they have been working with and/or in charge of the QEO or internal process in a capacity as either a manager or VP for at least 6 months.

3-3. New employees will be given copies of all QEO manuals within their first week of Full Time employment, but will not begin QEO training until at least 30 days of employment. OSHA training will begin immediately. Any other process training will begin as needed and tracked via form ***IJ-5***.

3-4. All employees will be made familiar with the QEO and Procedures Manuals within the first few weeks of full time employment. Top Management will meet with the employee as many times as necessary to go over the specific topics they are being trained in, utilizing the necessary Documents and Records. For QEO training the employee will be checked for the ability to calibrate and correctly use inside test equipment. The employees will also be checked for certifying incoming product by performing the necessary quality check using form ***IJ-1*** for five jobs over a period of 4 weeks. In addition, the employee will be checked to insure they are familiar with all safety and health areas of the OSHA system. Full or part-time employees can also be partially approved for only product certification and QEO related work, which can be done at any time after they are hired and it will be so noted on their training form ***IJ-5***.

3-5. After the President, VP or Top Management member feels the employee has a good working knowledge of the topic they are being trained in, form ***IJ-5*** will be updated as such and kept in the QEO database and file cabinet for the duration of the employee's employment at IJ and a minimum of 1 year after termination (if applicable).

3-6. Form ***IJ-37*** shows a list of current employees onsite showing all the topics and processes they have been trained in, and will be posted in various locations throughout the facility and is stored in the QEO database and file cabinet.

3-7. All IJ personnel will be re-certified for the QEO every year.

3-8. All employees will conform with the environmental policy and procedures for the well being and betterment of our company, community, environment and the planet. In addition, to stress the importance that management places on this conformance, any non-conformance with the system will be written up on form ***ENV-3***. Two write-ups in any one 12-month period are grounds for immediate termination of employment.

3-9. The Top Management is in charge of all emergency preparedness, response and drills and other OSHA related areas. Two OSHA related write-ups in any one 12-month period are grounds for immediate termination of employment.

3-10. All External Parties performing tasks for Ideal Jacobs or on it's behalf that have the potential to cause a significant environmental impact will need to be monitored, to the best of our ability, for competence on the basis of education, training or experience. We shall retain those records (please see ***IJ-56*** for information).

Communications:

3. Accountabilities and Procedures:

3-1. The President and or VP's are in charge of receiving, documenting and responding to any relevant communications from outside the company including all QEO related materials. Any relevant action from these documents will be created by the President and VP's and will be followed up as per documented procedures.

3-2. The Top Management, when relevant, will speak to outside interested parties regarding the overall system or specific significant aspects, records, decisions and/or policies. The system is available on our company website and the Top Management is willing to send copies of our system to the general public; talk over the telephone and give pre-arranged tours.

3-3. It is the responsibility of all personnel to monitor all technical bulletins in any area of concern to the company and to alert the Top Management who will makes the bulletins available to all personnel, by distributing memos or posting them on the company bulletin board.

3-4. All relevant QEO external communications will be considered as non-controlled and kept for a minimum of 1 year.

Workmanship Standards:

3. Accountabilities and Procedures:

3-1. The objective of Ideal Jacobs is to produce the highest quality goods possible in the shortest amount of time under the safest working conditions possible and the with the least amount of waste.

This will be accomplished by:

- All employees being familiar with all aspects of the QEO and Procedures Manuals.
- All employees to be in the best shape mentally and physically at all times to produce their best and most efficient work.
- To never say it is not my job or responsibility when a problems occurs.
- To never work under unsafe or unhealthy working conditions.
- To, no matter what the rush, never do anything that is unsafe.
- To keep using our minds to think of better ways to do things.
- To stay open to new ideas.
- To continue to work under the standards required with our Underwriters Laboratories and Canadian Standards Acceptances.
- To have a good time at work and keep moving toward building a more efficient and profitable company.
- To view all action with the environment in mind, both internally and with our vendors to ensure our overall compliance level raises.
- To not do a job unless you feel that you have been adequately trained

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Added training references to newly updated forms IJ-5, IJ-109 & IJ-110	M. Valentine

IJP-07: New Product Introduction

1. **Purpose:** To establish a plan for introducing a new product.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

   3-1. Any new product will be developed, tracked and documented via Form ***IJ-20***. The Top Management can all create new products

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-08: Contract Review & Order Entry Process

1. **Purpose:** To review all contracts and make sure that all terms and conditions are acceptable to Ideal Jacobs. Then process the order accordingly

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Order Entry and Customer Support and covers all contracts/orders input into the IJDMS.

Contract Review:

3. **Accountabilities and Procedures:**

3-1. Contracts are received by telephone, mail, email, fax or EDI by the Top Management. Information needed to review includes, Ship to, Bill to, Part Identification, Quantity, Price, Terms and Delivery Date needed. In addition, the contract reivewer will specifically look for special customer requirements such as FAI, PCN, Certificate of Analysis or CSA/UL certifications.

3-2. Once all requirements and specifications are reviewed by the order team member and deemed acceptable, the document is then dated, initialed or digitally stamped using PDF tools and stored in the relevant job tickets, also scanned and digitally archived for easy access from the company database.

3-3. If the Terms of the Document are not acceptable by Ideal Jacobs, the Top Management (who have the authority and training) will contact the customer with proposed modifications to be approved by the customer. Any approval or changes received from the customer will be noted in the company order database, added to the existing archives for the Contract's supporting document and handled as per 3-1 above.

3-4. If the customer calls in a verbal order or sends a purchase order that doesn't document: Ship To, Bill To, Terms (if no business was done before), Item No., Quantity and Delivery Requirements than the Top Management will generate an acknowledgment (via email confirmation or invoice) confirming the order and our plans to fulfill it.

3-5. In the event that the customer part number is not the same as the Ideal Jacobs designated part number, the customer will be contacted the by letter, fax, email or telephone stating we believe our part number equals their part number and that we will fill the order based on that premise. Additionally all known customer part numbers are tracked as "aliases" in our company database, to avoid the need to contact the customer more than once for the same issue.

3-6. Delivery Dates for all orders will be checked by the Top Management. If the customer considers a missed date a non-conformance then we will write it up as such, otherwise the date shipped is considered acceptable. If there is no written PO then the IJ acknowledgment or Verbal Communication will reflect the change in delivery date. If the customer does not agree to a change to a PO then a Corrective Action Report (form ***IJ-2***) will be generated. In this case, the customer PO does not have to be updated with the revised delivery date. The IJ production record is the formal document.

3-7. Changes to orders on hand will be approved by Top Management.

3-8. All requirements and specifications are reviewed for each item contracted as part of the procedure for processing the item into the company database (see Order Entry procedure below). All changes and entries into the company database are logged and timestamped and therefore will serve as evidence of the item review.

Order Entry:

3. **Accountabilities and Procedures:**

3-1. Any trained or supervised employee in training can initiate the Order entry process.

3-2. Orders will be acknowledged by telephone, fax, email, written document, EDI or any other way the customer dictates.

3-3. The Order is then entered into the company's password-protected database (IJDMS) and becomes the Order record. An internal Order# will be assigned to each Purchase Order processed and a Job# will be assigned to each Release for each Line Item ordered. The record will therefore be numbered by way of the Order-Job#. For example, Order-Job# 1-60000.

3-4. All reviewed contract information, including Ship to, Bill to, Part Identification, Quantity, Price, Terms and Delivery Date are entered into the IJDMS. In addition, special customer requirements such as FAI, PCN, Certificate of Analysis or CSA/UL certifications will be noted in the order record of the IJDMS.

3-5. The Order record is indefinitely stored as a virtual "soft copy" along with all order/contract supporting documents making them more easily and efficiently accessible via the company database (IJDMS).

3-6. The Top Management will check informally to make sure these records have been completed and no further action is needed on them.

4. **Inputs and Outputs:**

Inputs:

Information	**Source**	**Material/Service/Operation**
Specifications & requirements from customer	Customer order	Review customer order for detailed requirements
Specifications related to product	Documents on hand at Ideal Jacobs from past productions	Review internal documents related to order: drawings, files, procedures already on hand that are relevant to order.

Outputs:

Information	**Record**	**Material/Service/Operation**
All order specifications	Record of requested specifications: Delivery dates, quantities, material specifications, supporting electronic files, etc.	IJ order records and internal work orders (***IJ-21***) and vendor POs (***IJ-22***) generated.

5. Objectives, Metrics and Risks: (Also see ***IJ-90, ENV-2, ENV-4***)

Key Performance Indicators (i.e. Metric):

Objective:	**Metric:**
To effectively gather and review all customer requirements needed to fulfill the request	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Order Entry -***IJ-90*** Quality Objectives and Targets

Risk Assessment:

Contract Review & Order Entry	**Opportunities (external, positive):**	**Threats (external, negative):**
	• Come through for customers when competitors cannot • Become a more valuable supplier to our customers • Discover more efficient or effective methods	• Under-quoting a potential job • Making a mistake on a customer order • Customers affected by economic turmoil • Customers moving mfg overseas
Strengths (internal, positive): • Good Customer Relations and Networking • Willingness to bend over backwards for our customer • Mature and Resourceful Global Company	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means updating tools and software and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.
Weaknesses (internal, negative): • Small Company • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines.

6. Revision History:

Rev:	**Date:**	**Changes**	**Changes by**
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Changes made to order entry to clarify which employees are able to fulfill the Customer Support and Order Entry processes, and that they will note special requirements in the IJDMS. IJ-90 Metric clarifed.	M. Valentine
3	10/7/2020	Changes made to order entry to reflect the current process that does not require a hard copy of the Order record (ie Job Ticket) to be stored, instead the IJDMS with store soft copy indefinitely.	M. Valentine

IJP-09: Product Realization (Engineering) Process

1. **Purpose:** To determine all the steps needed to fulfill the customer contract/requirements

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Prepress and Customer Support and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**

   3-1. All parts of the documentation from the customer are checked along, specifications on hand to determine how the job should be produced, what materials and services are needed and the time frame necessary to fulfill the needs of the customer.

   3-2. Check materials needed.

   3-3. Check services needed.

   3-4. Check for all special customer requirements such as FAI, PCN, Certificate of Analysis or CSA/UL certifications.

   3-5. Create and implement a plan of attack for fulfilling the needs of the customer.

   3-6. In the event the Product Realization team determines that a previously produced product requires a process change for reproduction, and that the customer requires a PCN (Process Change Norification), then IJ-111 will be completed, signed off by IJ Top Management and sent to the customer for approval prior to proceeding with the production.

4. **Inputs and Outputs:**

Inputs:

Information	Source	Material/Service/Operation
Specifications & requirements from customer	Customer order	Review customer order for detailed requirements
Specifications related to product	Documents on hand at Ideal Jacobs from past productions	Review internal documents related to order: drawings, files, procedures already on hand that are relevant to order.

Outputs:

Information	Record	Material/Service/Operation
All order specifications	Record of requested specifications: Delivery dates, quantities, material specifications, supporting electronic files, etc.	IJ order records (***IJ-21***) and internal work orders and vendor POs (***IJ-22***) generated.

5. Objectives, Metrics and Risks: See ***IJ-90, ENV-2, ENV-4***

Key Performance Indicators (i.e. Metric):

Objective:	**Metric:**
To effectively plan and execute all the steps needed to provide the customer with the product or service they require and expect.	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Engineering -***IJ-90*** Quality Objectives and Targets

Risk Assessment:

Product Realization	**Opportunities (external, positive):** • Come through for customers when competitors cannot • Become a more valuable supplier to our customers, by not charging for art and having extensive art file archives • Discover more efficient or effective methods	**Threats (external, negative):** • Under-quoting a potential job • Making a mistake on a production step • Producing an incorrect revision
Strengths (internal, positive): • Willingness to bend over backwards for our customer • Mature and Resourceful Global Company • Excellent art proof communication for approvals • Knowledgeable team	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means up-dating tools and software and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.
Weaknesses (internal, negative): • Small Company • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors • Bottlenecking work loads at times	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines. We can also move quickly and be felxible with getthing jobs into propductions

6. Revision History:

Rev:	**Date:**	**Changes**	**Changes by**
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Added special requirements check in 3-4. Included process for PCN. IJ-90 Metric clarifed.	M. Valentine

IJP-10: Purchasing and Contracting Process

1. **Purpose:** To contract the work needed internally and/or externally to bring the product or service to realization

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Order Entry, Purchasing, Prepress and Customer Support and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**

3-1. After the order is written, purchase orders must be generated (if the item is not in stock).

3-2. The purchase order(s) will go to interior IJ (see ***IJ-22A***) or to outside suppliers/external providers (see ***IJ-22B***) or both along with appropriate support documentation and/or files that are sufficient to produce the work needed.

3-3. Purchase orders are contracts with enough information on them to bind all parties involved to the agreement including delivery and quality requirements.

External Contracting specific procedures:

3-4. The Ideal Jacobs Top Management and clerks (with mgmt approval) can purchase goods and services.

3-5. Goods and services, with the exception of office, shipping and factory supplies or services, purchased via the internet, must be bought using a written purchase order generated from the computer using the Purchase Order Form (see form ***IJ-22B***). This form must be reviewed by the Top Management for adequacy of specific requirements.

3-6. External providers are responsible to try and deliver all goods by the date entered in the "Due Date" section of the Purchase Order. Since Ideal Jacobs is a business based on fast changing events these dates are viewed as targets rather than concrete promises. If non-conformance reports from our customers are due to late delivery of product or poor product quality, then the suppliers involved will be checked to find out the reason. If a supplier is involved in multiple late deliveries then this could be grounds for removal from the approved supplier list (see ***IJ-40***) as decided by the Top Management.

3-7. Date promised dates on the Order Record are delivered dates unless otherwise specified.

3-8. It is up to the purchaser to determine the best supplier for the goods or services being purchased and to check other sources when applicable for a price comparison. All personnel are to remember the primary concerns when purchasing are to get the highest caliber product possible, in the shortest time span with cost being the third but still important element.

3-9. If at any time the IJ purchaser notes that the goods and services being bought cost more than the price being charged for, then the Purchaser will check with either the President or VP's for approval.

3-10. No purchase order is valid nor should it be sent without an IJ employee's name and/or digital PDF signature, POs traceable to the IJ employee by email trails may suffice. All Ideal Jacobs purchase orders to suppliers can be called in by telephone but then should be confirmed in writing.

3-11. Any change to an IJ PO may be called in verbally but then must be confirmed in writing, this again excludes purchases in which there is no PO (i.e. office, shipping and factory supplies).

3-12. Purchasing history from our database computer files regarding supplier volume will be done informally on a yearly basis and reviewed by the President and/or Vice Presidents. This report will be kept for five years.

4. Inputs and Outputs:

Inputs:

Source	Information	Material/Service/Operation
Purchase Orders and support documentation	Description of how to perform the function(s) necessary to produce the product	PO, CAD drawings, electronic files, press films, color chips, samples, etc. are supplied.

Outputs:

Recipient	Information	Material/Service/Operation
Internal Ideal Jacobs production departments	Preparation for manufacturing	Film positives, dies, screens, etc. required for producing product.
Internal Ideal Jacobs production departments:	Preparation for outside suppliers	Film positives, electronic files, etc. for producing product
Outside suppliers	Information and materials for producing product	Produces product from POs and support materials received from Ideal Jacobs: Films, drawings, files, etc.

5. Objectives, Metrics and Risks: See ***IJ-90, ENV-2, ENV-4***

Key Performance Indicators (i.e. Metric):

Objective:	Metric:
To effectively contract the work needed (whether internal or external) to provide the customer with the product or service they require and expect.	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Purchasing/ Contracting -***IJ-90*** Quality Objectives and Targets

Risk Assessment:

Purchasing and Contracting	Opportunities (external, positive):	Threats (external, negative):
	• Come through for customers when competitors cannot • Become a more valuable supplier to our customers by offering more sourcing capabilites to our customers • Discover more efficient or effective methods	• Under-quoting a potential job due to unforseen problem with Supplier • Making a mistake on a purchasing or contracting step • Customers affected by economic turmoil • Customers moving mfg overseas, hurting business for both ourselves and our suppliers
Strengths (internal, positive): • Good Supplier Relations and Networking •Holding our suplliers to the same standards as we hold ourselves • Mature and Resourceful Global Company with long working contacts	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means finding more reliable providers, updating tools and software and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.

Weaknesses (internal, negative): • Small Company • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines.

Maintenance of the Supplier List (*IJ-40*):

5-1. As of Jan 2019, Ideal Jacobs instituted a more formal Supplier Evaluation and monitoring process. All new suppliers will be categorized as high or low risk. By default all suppliers of product considered to be "off the shelf" will be considered low risk. For all non-"off the shelf" suppliers we will do a risk assessment based on the product being sourced to determine when ***IJ-112*** Supplier / Sub-Contractor Qualification Questionnaire be used, and when an On-site visit using ***IJ-113*** be warranted. The risk assessment will be included as part of the Approved Supplier list (see ***IJ-40)***. Additionally we will Supplier / Sub-Contractor Performance Review (***IJ-114***) on select "high" risk suppliers (at least once per year) and include in the following QMR (see section 5-5 below).

5-2. All production Suppliers/Sub-Contractors producing finished goods sold and raw material used to produce sold goods are treated the same whether they are new or not. All incoming product is inspected using form ***IJ-1*** (for finished goods) or ***IJ-105*** (for raw material).

5-3. All Calibration suppliers are treated the same whether new or not. Certification forms will be obtained from the supplier for our files to insure the needed compliance to specified standards by IJ PO.

5-4. All Transportation suppliers are treated in the same whether new or not.

5-5. All High Risk Suppliers will be tracked using form ***IJ-55*** for tracking NonConformances/Corrective Actions, and ***IJ-114*** for historical performance review. All forms are kept for at least three years and ***IJ-40*** is used as the Approved Supplier list. The QEO Team will review form ***IJ-40*** quarterly to determine if IJ should perform an on-site visit (***IJ-113***), or stop doing business with a supplier because of poor quality or performance.

5-6. All new suppliers can be selected by the Top Management with no previous criteria necessary for the choice. However they will be first asssessed as outlined in 5-1 above.

Auditor Note: All product is checked here before or soon after it is shipped or put into stock so there is no standard needed for suppliers. All new and current suppliers are judged on "can they do the work?" and "can they do it on time?". Any notes for a new or current supplier(s) are considered unofficial evaluation and are kept in the appropriate job tickets but are not needed to give a supplier business or place them on the Approved Supplier List.

6. Revision History:

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Changes made to the IJ-40 procedure; and supplier performance tracking	M. Valentine

IJP-11: Manufacturing & Service Provision Process

1. **Purpose:** To perform the work needed (if internally contracted) to bring the product or service to realization

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Prepress, Manufacturing and Customer Support and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**
   - **3-1.** Creation/modification of manufacturing/service files and documents
   - **3-2.** Creation of films or other resources needed to perform manufacturing or service steps
   - **3-3.** Gathering of support documentation
   - **3-4.** Creating Screens (for printing only)
   - **3-5.** Gathering necessary materials for producing the job
   - **3-6.** Making of Dies/Tooling if applicable
   - **3-7.** Informal inspection along the way
   - **3-8.** Sending completed jobs to Shipping/Receiving

4. **Inputs and Outputs:**

Inputs:

Source	Information	Material/Service/Operation
POs from order entry support documentation supplied by customer and retrieved internally; files, samples and support documentation supplied by customer	Description and information needed to perform the function(s) necessary to produce the product	POs, support documentation.
Art/Prepress Department	Films generated from artwork created internally or supplied by customer	Films given to screenmaking for creation of screens for printing
Screenmaking	PO (work order) and films from art/ prepress	Screens are created for the screen printing presses
Press	PO (work order) describing number of press sheets needed, ink colors, raw materials, etc.	Job is printed according to quantity and specifications provided
Diemaking	PO (work orders) and films from art/ prepress	Dies are created for cutting finished labels and for cutting adhesive when selective adhesive is required.
Finishing	PO (work order) describing finishing requirements: Adhesive application and type, selective adhesive, slitting, lamination, embossing, etc.	Adhesive is die cut if necessary, applied, other finishing steps performed in accordance with PO, labels are diecut to finished specifications.
Informal Certification	Customer supplied drawing and support materials	Job is checked for non-conformity

Outputs:

Recipient	Information	Material/Service/Operation
Ideal Jacobs Shipping/Receiving	Customer Drawing and support materials	Finished job produced

5. **Objectives, Metrics and Risks:** See ***IJ-90, ENV-2, ENV-4***

Key Performance Indicators (i.e. Metric):

Objective:	Metric:
To effectively perform the work needed (if internal) to provide the customer with the product or service they require and expect.	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Manufacturing -***IJ-90***

Risk Assessment:

Manufacturing	Opportunities (external, positive):	Threats (external, negative):
	• Come through for customers when competitors cannot • Become a more valuable supplier to our customers • Discover more efficient or effective methods	• Under-quoting a potential jobdue to cost of mfg being higher than expected • Making a mistake in manufacturing • Customers affected by economic turmoil • Customers moving mfg overseas
Strengths (internal, positive): • Knowledgeable/experienced team • Willingness to bend over backwards for our customer • Highly efficient cross-training • Mature and Resourceful Global Company, we are always willing to bring in new capabilites	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means finding more reliable providers, updating or adding equipment and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.
Weaknesses (internal, negative): • Small Company • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors • Limited internal capability	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines.

6. Revision History:

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Changes to the Risk Assessment.	A. Jacobs & M. Valentine

IJP-12: Shipping and Delivery Process

1. **Purpose:** To deliver the product or service to the customer

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Shipping/Receiving, and Customer Support and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**

   3-1. Ideal Jacobs adheres to the FIFO policy in which product in the stockroom ships before any new product, and oldest product in the stock area ships first.

   3-2. All products will be packaged to be able to ship safely anywhere in the world.

   3-3. All packages must display shipping information that was called out by the customer purchase order. Bar Code labels, when possible are used for all shipments. All Bar Codes must include Ship To, Form Number, Quantity, Customer PO number, description, number of packages, weight and the IJ return Address.

   3-4. Shipping method and shipping date is based on the Delivery Date needed per the customer contract. The Pres., VPs or Mgrs. makes the decision on an order by order basis. In the event the Delivery Date cannot be met for time constraints or unreasonable targets from the customer. The customer will be contacted of the revised Delivery Date and acknowledgements will be archived with the appropriate Order records. Customer acceptance and/or acknowledgement will be considered revisions to the previously requested Delivery Dates and any metric will be reflected as on time.

Inputs:

Source	Information	Material/Service/Operation
Product produced at Ideal Jacobs	Customer supplied drawings and supporting documentation	Check, pack, ship, certify, and put into inventory
Product received from external providers	Customer supplied drawings and supporting documentation	Check, pack, ship, certify, and put into inventory

Outputs:

Recipient	Information	Material/Service/Operation
Customer	Quantity, requested delivery date, required ship date from job record, any other deadlines dictated by the customer	Ship finished product to customer, inform customer of performed service

5. Objectives, Metrics and Risks: See ***IJ-90, ENV-2, ENV-4***

Key Performance Indicators (i.e. Metric):

Objective:	**Metric:**
To effectively deliver the product or service the customer requires and expects.	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Shipping -***IJ-90***

Risk Assessment:

Shipping and Delivery	**Opportunities (external, positive):** • Come through for customers when competitors cannot • Become a more valuable supplier to our customers • Discover more efficient or effective methods	**Threats (external, negative):** • Under-quoting a potential job due to the cost of packaging or QC time • Making a mistake in shipping • Customers affected by economic turmoil • Customers moving mfg overseas Cost of shipping ever increasing
Strengths (internal, positive): • Good Relations and Networking with shipping carriers • Willingness to bend over backwards for our customer, by moving our schedule are around and having a 12hr shipping shift overlap • Mature and Resourceful Global Company • Willingness to accomodate all types of shipping prefs	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means finding more reliable providers, updating or adding software and tools and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.
Weaknesses (internal, negative): • Small Company • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors • At times at the mercy of our shipping carrier	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines.

6. Revision History:

Rev:	**Date:**	**Changes**	**Changes by**
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Changes made to Risk Assessment	A. Jacobs & M. Valentine

IJP-13: Receiving & Product Handling Process

1. **Purpose:** To ensure controlled handling and storage of incoming product from internal or external operations.

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Shipping/Receiving, Purchasing and Customer Support and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**

3-1. All finished goods produced by vendors or those manufactured within IJ are stored in the Non-Inspected Area or Shipping Area Floor. Once it has been inspected using form ***IJ-1*** then it is shipped and/or held for stock with it's form ***IJ-1*** for future traceability.

3-2. All product more than two years old or more has the possibility of damage and deterioration will be checked informally before shipping. The check will be noted in the remarks section of ***IJ-1***.

Customer Supplied Product and Responsibility:

3-3. All customer supplied product is kept in the control of the Top Management or in the Non Certified area until it is inspected and/or sent to the appropriate party for product/service provision, upon return it is kept in the same separate section until packed and shipped. The supplied product is to be examined informally upon receipt to check the quantity received, verify its identity, condition and acceptability for use and the status is indicated on the Order record of the company database. Any work on those parts by Ideal Jacobs or our vendors constitutes acceptance by Ideal Jacobs of the parts.

3-4. The product is counted after it has been worked on by the appropriate vendor. If there is non usable product the customer is advised and we are told whether to ship back the unusable product, destroy it or try to fix it and must be noted on the production record.

3-5. Lost product is our financial responsibility.

3-6. Product broken or unusable after being reworked is not our responsibility due to the inherent risk of some spoilage while performing various work operations.

Product Tracking:

3-7. All product produced either partially or fully in the IJ manufacturing facility will be tracked using form(s) ***IJ-22A*** (internal work orders) and ***IJ-22B*** (external purchase orders). Each production is assigned a Production number that is used as a reference on all Order Records affected by the production, the Prod# also is present on all ***IJ-22A*** forms.

3-8. All finished product purchased by Ideal Jacobs from external suppliers or sub-contractors must be traceable using our Purchase Orders to the vendors, samples or copies of the product in our possession and supplier documentation showing production information.

3-9. All components (including raw material) purchased by Ideal Jacobs must have Ideal Jacobs Purchase Orders. When the product is Received, all shipping receipts, certificate of compliances, certifcates of analyses, etc. will be inspected and initialed by the Receiving rep and then linked and archived with the PO (digitally and/or in hard copy) for traceablility. All raw material cartons stored in inventory will receive a label with a unique serial number and markings to link it back to the PO and accompanying documentiation. Therefore when raw material is pulled from inventory it can be noted on the Production work order or company database which PO it came from.

3-10. All product in inventory (including fiinished components and raw materials) must follow a controlled FIFO (First In First Out) procedure, and therefore every component must be traceable to its purchased state. This will allow any components composition to be tracked to its PO where all archived documentation can be easily accessed upon request (for instance when a Certificate of Analysis is required by the customer).

3-11. Components that are stored by our suppliers should be sent the oldest stock being first, and hence complying IJ's FIFO policy (see above 3-10).

3-12. All products produced by vendors for Ideal Jacobs must supply documentation regarding, product identification date and quantity. The material used by these vendors are already documented using IJ purchase orders.

3-13. Product coming into Ideal Jacobs is to be placed in the non-inspected area or shipping area floor until it can be inspected. Approved extra finished goods (not shipped to the customer) are put into the stockroom and dated so that it can be tracked using the appropriate inspection record. Incoming inspections will use forms ***IJ-1*** (for finished goods sold) and ***IJ-105*** (for material purchases for goods sold).

3-14. Approved items are in stored in marked approved areas.

Control of Non-Conforming Product:

3-15. Any product received or produced that is suspected to be non-conforming, must be removed immediately from the stock area and placed in a "Quarantine" area or otherwise clearly marked as "Quarantine". Any product suspected of non-conformity must also feature a label (***IJ-115***) that clearly identifies the part, production batch and reason/expanlanation it is suspected of non-conformity. It is to be investigated and reinspected by the Top Management and appropriate action is to be taken as a result of the inspection. Form ***IJ-2*** will be used to document the event and findings.

3-16. See ***IJ-2***, if the rejection rate of a product during an inspection is higher then allowed then form ***IJ-2*** is generated by Top Management. All rejected stock if less then the allowable rate is discarded from stock by IJ.

3-17. Form ***IJ-2*** will be generated when we receive a Non-Conformance report at the discretion of the Top Management.

3-18. All ***IJ-1*** & ***IJ-2*** forms must reference the job or production record and ***IJ-2*** must go into the Non-Conformance file. Customer documentation goes into either the job ticket or the non-conformance file in the ISO cabinet

4. Inputs and Outputs:

Inputs:

Source	Information	Material/Service/Operation
Product produced at Ideal Jacobs	Customer supplied drawings and supporting documentation	Check, pack, ship, certify, and put into inventory
Product received from outside suppliers	Customer supplied drawings and supporting documentation	Check, pack, ship, certify, and put into inventory

Outputs:

Recipient	Information	Material/Service/Operation
Customer	Quantity, requested delivery date, required ship date from job record	Ship finished job to customer
Inventory	Quantity	Place product into inventory

5. Objectives, Metrics and Risks: See ***IJ-90, ENV-2, ENV-4***

Key Performance Indicators (i.e. Metric):

Objective:	**Metric:**
To effectively control handling and storage of incoming product from internal or external operations, to later be able to effectively deliver the product and fulfill the customer requirement	Customer Satisfaction reviewed at QMR and tracked via: -***IJ-59*** customer supplied report cards (where applicable) -***IJ-98*** Customer Effectiveness Survey -***IJ-55*** Non-Conformance Report for Receiving -***IJ-90***

Risk Assessment:

Receiving and Product Handling	**Opportunities (external, positive):** • Come through for customers when competitors cannot • Become a more valuable supplier to our customers • Discover more efficient or effective methods	**Threats (external, negative):** • Under-quoting a potential job due to costly inventory controls • Making a mistake in receiving or product handling • Customers affected by economic turmoil • Customers moving mfg overseas
Strengths (internal, positive): • Knowledgeble and experienced team that is always eager to learn new methods • Willingness to bend over backwards for our customer • Mature and Resourceful Global Company • Willing to stock customer product for free	We can really shine in moments where we can provide a product or service to a customer in need of something out of the ordinary. Often time this means finding more reliable providers, updating or adding software and tools and/or finding new ways to utilize our exiting resources to keep support levels high.	Everyone makes mistakes, often times it is in way in which we handle ourselves and correct the error that makes for a long-standing working relationship with our customers. Under-quoting forces us to look for more efficient or effective methods to reduce our costs.
Weaknesses (internal, negative): • Small Company, limited storage space • Saying "yes" to contracts that competitors of similar capabilities turn down • At times more expensive than overseas competitors	Being a small company allows us to swiftly pivot and make business decisions to move into new markets and in-turn be a more reliable/valuable supplier to our customers. When we are willing to do what it takes to fulfill a customer's request that is outside our capability we can use the opportunity to learn new trade and product offerings which helps us grow.	When we can react quickly as a small company we can often provide better lead times and lower shipping costs which often may be of more value to the customers' bottom lines.

6. Revision History:

Rev:	**Date:**	**Changes**	**Changes by**
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/18	Details added to reinforce FIFO policy, and included procedures for handling raw material inventory and Non-conforming Product	M. Valentine
3	10/30/19	Minor Update- added reference to IJ-115 label for Quarantine stored product	M. Valentine

IJP-14: Inspection

1. **Purpose:** To define the inspection practices for product provision.

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Quality Control and covers all contracts/orders input into the IJDMS.

3. **Accountabilities and Procedures:**

   3-1. The Shipping and/or QC managers are in charge of day-to-day sampling (see form ***IJ-1)***, a job is considered not acceptable if the rejection rate is higher than listed on ***IJ-1***. The item is then considered non-conforming (see ***IJP-19***), in which case Top Management will complete form ***IJ-2*** and include what changes the vendor or IJ representative will identify and correct the problem that lead the excessive rejection rate. If there is not enough product to fill the order on hand then the job go back into production.

   3-2. All purchased goods coming into Ideal Jacobs for the purpose of fulfilling Customer Requirements (includes raw material and finished products) must be inspected by IJ personnel using the Inspect/Re-inspect form(s) ***IJ-1*** (for finished products) and ***IJ-105*** (for raw material purchases used for goods sold). A manager will make sure that whoever is inspecting this form is familiar with how to use the various test equipment needed, how to fill out forms ***IJ-1*** and ***IJ-105*** what to do with the product after it is inspected. After the appropriate form is completed copies will be stored via the job and/or PO record and if there is stock (for finished product only) then one hard copy of the form goes into the stock box and will remain until that batch of stock is consumed.

   3-3. All production vendors are required to send shipping memos of some type, to confirm the amount of product they have produced, and these shipping memos will be kept in a file with the POs and/or vendor invoices. When the shipping memo is not available, then Ideal Jacobs will generate it for them. The qtys shipped (as noted on the shipping memos) will be compared to the amount ordered on the IJ PO. The job will be acceptable if they are within 20% of the amount ordered. A percentage higher or lower than 20% will trigger a non-conformance report by the VP (unless the shipment is considered to be a partial), and held for the future reference as per verbal and or written instruction by the president, VP's or Mgrs. For IJ in-house production the formal certification will serve as the interior shipping memo for IJ production.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-15: Calibration of Test Equipment

1. **Purpose:** To insure that all IJ test equipment is calibrated at pre-determined intervals to give accurate results.

2. **Scope and Process Owners:** Process is owned by all Top Management in charge of Quality Control and covers all equipment used for measuring dimensions and weights.

3. **Accountabilities and Procedures:**

   3-1. Form ***IJ-24*** will be generated as per the manufacturer's guidelines for each piece of equipment and will be tested at the appropriate intervals and stored for three years. All test equipment will either be tested against more precise equipment, sent back to the manufacturer when applicable for re calibration, tested by a calibrating company, or tested against new equipment still under the original calibration warranty.

   3-2. All calipers and micrometers will be zeroed before each measurement to check for accuracy.

   3-3. Records will be kept of all periodic equipment checks and kept in the QEO database and/or file cabinet.

   3-4. If the equipment fails its calibration test, Top Management will assess the degree of failure and decide if past product needs to be reinspected, how far back to go and the total number of products that need to be checked. The equipment cannot be used again and all affected product will be considered non-certified. Form ***IJ-2*** will be filed where deemed applicable if product is found to be non-conforming as a result of the recertification. All records of failed calibration will also be kept in the In house testing file for a minimum of three years.

   3-5. Measurement design data if desired by the customer will be supplied by the instrument manufacturer.

   3-6. If a new measurement requirement is needed and there is no equipment yet available to make that measurement, then the Top Management will insure enough time is given to create the capability to make the needed measurement.

   3-7. The Top Management is responsible for making sure all test equipment is permanently labeled and given a unique ID#. See form ***IJ-24*** for last inspection and when the next inspection is due and will be stored for three years.

   3-8. The use of ***IJ-25*** label will be used on devices and/or containers of devices, and include at a minimum: Location stored, due date for annual calibration, and serial #. Note that a unique serial number will be assigned in cases where the serial # is not available. The ***IJ-25*** label will be adhered securely and reapplied annually with updated information.

   3-9. All employees are responsible for securing all test equipment immediately and stored safely after use.

   3-10. All test equipment shall be stored and used in normal office/mfg plant temperature and conditions.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-16: Management Review

1. **Purpose:** To define the method of conducting a review of the QEO at planned quarterly intervals, to ensure its continuing suitability, adequacy and effectiveness. The review includes assessing opportunities for improvement, and the need for changes to the QEO.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

   3-1. The Top Management will conduct a Quarterly QEO Review covering, but not limited to, the following:

   - QEO Performance and Customer satisfaction, which can be tracked via form ***IJ-2*** and ***IJ-59***.
   - Vendor performance, which can be will be tracked quarterly via ***IJ-40*** & ***IJ-55***
   - Continuous improvement, which can be will be tracked via Good Idea Awards (see ***IJP-18*** & ***IJ-13***)

   3-2. The QMR team will be comprised of at least the President and/or one VP with all full time employees invited. This team will determine, based on the results of the meeting, the effectiveness, suitability and adequateness of the QEO and will state if the system is effective and if not what modifications are needed and how they will be implemented and followed up on. The system will be reviewed formally at all QEO Quarterly Meetings and formally during yearly Interior and UL Audits.

   3-3. The management review shall address the possible need for changes to policy, objective and other elements of the environmental management system, in the light of the environmental management system audit results, changing circumstances and the commitment to continual improvement.

   3-4. Minutes will be taken covering who attends and all discussions, agreements and decisions (see ***IJ-56)***, and will be kept for five years stored in the QEO database and file cabinet in a file marked Quarterly QEO Review. UL reviews will be kept in the ISO cabinet in a file marked UL reviews.

   3-5. The President or Vice Presidents will also use this time to review all proposed changes and additions to the Quality and Procedures Manuals.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-17: Internal Audit

1. **Purpose:** To define the internal audit process which is a central and independent function to evaluate the QEO for company policy, company procedures and customer satisfaction.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

   3-1. The designated auditor is in charge of the Internal QEO Audit to be conducted at least once per year for the entire system. Audits can be scheduled at any time by the Top Management when they feel it necessary based on the status and importance of the activities being audited.

   3-2. Training requirements for an interior auditor is attendance at a recognized 1, 2 or 3 day auditing seminar or authoring or co-authoring an approved ISO-9001, 14001 or OSHAMS system or partially running the QEO for at least 12 months.

   3-3. The auditor will use form ***IJ-106*** and will report all final comments and recommendation(s), if any on that form. There is no special certification needed to be an OSHA auditor.

   3-4. Recommendations from the audit will be given to all relevant IJ personnel as per the Top Management.

   3-5. The report and the president's reply (if applicable), will be stored in the ISO File Cabinet in the Audit file and kept for a minimum of 3 years.

   3-6. The President or a VP will audit the Audit Function of the Internal QMS. See Form ***IJ-107*** form.

   3-7. The Internal QMS Audit will go to the President or a VP who will generate any needed Non-Conformance Reports or Corrective Action Requests and respond within 30 days.

   3-8. Form ***IJ-44*** shows a list of Approved Internal Auditors and is stored for 3 years in the ISO File Cabinet.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine

IJP-18: Good Idea Awards (Continued Improvement)

1. **Purpose:** To recognize IJ employees who have new innovations and/or modifications to the QEO or other areas of the company. This encourages and insures continual improvement to the QEO.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

   3-1. Any company employee or contractor can submit an idea for the Good Idea Award program.

   3-2. The employee or Top Management will write up the idea and submit it to the QEO Team for review using form ***IJ-13*** or a regular piece of paper.

   3-3. Form ***IJ-13*** will be kept in the QEO Database and File Cabinet marked as "Good Idea Awards" for 2 years.

   3-4. If accepted, the idea will be incorporated into the appropriate area of our QEO. Top Management will also review whether or not the Good Idea should result in a Preventative Action (see ***IJP-19*** & ***IJ-33***).

   3-5. If accepted the Top Management may elect to reward the originator in any means they feel appropriate.

4. **Revision History:**

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/1/2018	Added the possibility of a Good Idea turning into a Preventative Action.	M. Valentine

IJP-19: Preventative and Corrective Action

1. **Purpose:** To define the procedures that outline our corrective and preventive action methods, in an effort to ensure continual improvement and to seek opportunities for refinement. With these methods IJ can discover, investigate, and correct nonconformances related to our products, its processes, and the company's QEO as a whole.

2. **Scope and Process Owners:** Process is owned by all Top Management and covers all QEO activity.

3. **Accountabilities and Procedures:**

3-1. Any IJ employee may submit a corrective or preventive action request when they discover an existing or potential nonconformity against ISO 9001, 14001 or OSHA requirements, company procedures, customer requirements, or statutory/regulatory requirements. This can be done the form of a written request that is submitted to a member of the Top Management, who will then assess if a company non-conformance is needed, which will then be treated as any other non-conformance with action taken and followed-up to confirm that it is dealt with.

3-2. In addition, customer initiated requests may occur as the result of complaints, returns, and/or reports of nonconformances and shall be handled through preventative or corrective action procedures outlined below.

Preventative Action Request:

3-3. Top Management is in charge of generating a Preventative Action Request form ***IJ-33*** when deemed appropriate. This form is seen as a proactive approach to potential nonconformities in order to prevent their occurrence.

3-4. This Action can be the direct result of a Good Idea Award (form ***IJ-13*** which is part of our continual improvement incentive), an observance of a potential problem or a trend that is deemed to have a negative effect on the QEO or any other area of the company. It may suggest modifications to prevent potential problems or recommend internal or external procedural changes or improvements.

3-5. The President or a VP will be in charge of distributing this form where necessary and following up with written confirmation that the potential problem has been eliminated. This action will be checked after 3 months for continued monitoring.

3-6. Preventive action reports will be reviewed during the ***QMR*** (see ***IJ-56***).

Corrective Action Request:

3-7. Top Management is in charge of generating a Corrective Action (using form ***IJ-2)*** when deemed appropriate.

3-8. This form is a direct result of either a direct problem with a product, environmental issue or that is adding to the defect level or inhibiting a rise in the general quality or efficiency levels.

3-9. This form may suggest modifications to alleviate the problem and/or ask for suggestions to make changes in production.

3-10. Top Management will review the situation closely for Risks and Opportunites and deteremine whether or not an update is necessary

3-11. All corrective action/non-conformity reports will have a section at the bottom to show scheduled follow ups that will be dated and initialed by the President or a VP after completion. This will show the root cause of the problem has been addressed and corrected over a scheduled period of time.

3-12. Corrective action/ non-conformity reports will be reviewed during the ***QMR*** (see ***IJ-56***), and kept in the QEO Database and/or File Cabinet for five years.

Non-Conforming Product:

3-13. Following receipt of a Customer non-conforming product report the whole production run of the item must be removed from the stock area and placed in a "Quarantine" area or otherwise clearly marked as "Quarantine". Any product suspected of non-conformity must also feature a label (***IJ-115***) that clearly identifies the part, production batch and reason/expanlanation it is suspected of non-conformity. It is to be investigated and reinspected by the Top Management and appropriate action is to be taken as a result of the inspection. Form ***IJ-2*** will be used to document the event and findings.

3-14. Additionally if product, whether externally or internally provided, has a rate greater than allowed on form ***IJ-1*** then form ***IJ-2*** is generated by the Top Management to document the event and findings.

3-15. When using form ***IJ-2***, a reference will be made to the most relevant Job record (i.e. the PO Line Item Release) and it will also be noted if new production must be done, and/or if the non-conforming product is to be accepted as is, reworked or purged.

3-16. All product that has been reworked must be reinspected before being allowed to ship and go into stock.

3-17. If the product nonconformity is accepted as is by either IJ or the customer, then it must be noted on the job record and form ***IJ-2***.

3-18. All ***IJ-2*** forms will be kept in the QEO database and file cabinet for a minimum of five years.

Environmental Non-Conformance:

3-19. In the event of any environmental incidents (such as spills, fumes etc. or justified complaints from internal or external parties), Top Management will write-up form ***ENV-3*** form. Action taken will be noted on this form and will then be followed up during the Quarterly Management Review ("***QMR***") or sooner if needed. ***ENV-3*** form will be stored in the QEO database and/or file cabinet for a minimum of 3 years.

3-20. Internal and external audits will be reviewed and evaluated during the ***QMR*** or sooner if the Top Management deem it appropriate.

External Provider Environment Accountability:

3-21. The key environmental factors involved in our operation reside with our Maplewood Facility as of 4/1/2001. Therefore the monitoring and improvement of our environmental performance is the primary responsibility of our EMS System.

3-22. At the discretion of the President or a Vice-President, on-site audits of vendors facilities may be scheduled with individual sub-contractors. These audits are intended to enhance the familiarity of IJ with the vendor's operations and provide direct communication between IJ and the vendor regarding environmental awareness, concerns and remedies or improvements.

3-23. Preventative or Corrective Action requests may be used with External Providers when warranted.

Rev:	Date:	Changes	Changes by
Various	1993-2015	See previous revisions of Procedures manual in file cabinet	A. Jacobs & M. Valentine
1	5/1/2017	MAJOR UPDATE: modernized system and updated/consolidated all procedures for compliances to new 9001:2015 & 14001:2015 standards.	A. Jacobs & M. Valentine
2	10/30/19	Minor Update- added reference to IJ-115 label for Quarantine stored product	M. Valentine
3	7/7/2020	Minor Update- added review of Risks & Opportunities to the CA process (3-10)	M. Valentine