



**ARROW**  
MANUFACTURING CO.  
Precision Springmakers Since 1951.

# Quality System Manual

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Revision: I  
Issued: 8/8/2023

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# Quality System Manual

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## 1. Introduction

Arrow Manufacturing Company is located at 16 Jeannette Street, Bristol, Connecticut. Arrow's business activities are the manufacture of flat, coil, compression, extension and torsion springs; flat metal and wire forming, according to customers' specifications.

## 2. Scope

The Arrow Manufacturing quality management system complies with the requirements of ISO 9001 standard and covers "the manufacture of flat, coil, compression, extension and torsion springs; flat metal and wire forming, according to customers' specifications."

Clause 8.3 Design and Development of Product and Services is not applicable to the scope of the Arrow Manufacturing quality management system. Arrow Manufacturing does not design parts or processes as it works solely to customer part prints.

## 3. Approval

This edition of the Quality Manual is effective as of August 8, 2023.




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**President:** Tom Selnau **Date:** 8/8/23




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**Management Representative:** Ray Girardin **Date:** 8/8/23

## 4. Quality Management System

Arrow Manufacturing maintains a quality management system in accordance with the ISO9001 standard. The following documented information that defines the quality management system shall be maintained.

- Quality Policy                      Quality Manual Section 5.0
- Leadership                          Quality Manual Section 6.0
- Context of the Organization      Quality Manual Section 7.0
- Outsourced Processes            Quality Manual Section 8.0
- Org Chart                            Appendix 1
- Process Flow Chart                Quality Manual Section 8.0
- Process Turtles
- Process Risk Assessments
- Procedures

## 5. Quality Policy

***The Management of Arrow Manufacturing Company is committed to quality and continual improvement in all areas of the organization. Working as a team, management shall ensure that the company's objectives for quality and customer satisfaction are met.***

***Arrow's goal for quality is to maintain and improve products and processes, to consistently meet customer needs as well as internal requirements.  
Customer satisfaction is the company's main priority: we want to be our customers' preferred supplier.***

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Arrow Manufacturing management maintains a quality policy that:

- a. is appropriate to the purpose and context of the organization and supports its strategic direction;
- b. provides a framework for setting quality objectives;
- c. includes a commitment to satisfy applicable requirements;
- d. includes a commitment to continual improvement of the quality management system.

Management assures that the Quality Policy is communicated, understood, and applied within the organization.

## 6. Leadership

Arrow Manufacturing management demonstrates leadership and commitment with respect to the quality management system by:

- a. taking accountability for the effectiveness of the quality management system;
- b. ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the organization;
- c. ensuring the integration of the quality management system requirements into the organization's business processes;
- d. promoting the use of the process approach and risk-based thinking;
- e. ensuring that the resources needed for the quality management system are available;
- f. communicating the importance of effective quality management and of conforming to the quality management system requirements;
- g. ensuring that the quality management system achieves its intended results;
- h. engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- i. promoting improvement;
- j. supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

## 7.0 Context of the Organization

### 7.1 Internal and External Issues

Arrow has determined the following external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

External Issues	Concerns
Specifications and Standards	ASTM, MIL, SAE, La
OSHA and other Regulatory	Changes to Requirements
Environment (weather, nature)	Protect the product and structure
Utilities	Cost effective
Competitors	Location, market share, capabilities

Internal Issues	Concerns
Work Environment	Protect product, safety, hazmat, comfort,
Machines and Equipment	Maintained, productive, cost effective, efficient, current
Materials	Consistent Quality, Availability, Cost
Competent Workforce	Skills, Training
Computer Network	

Arrow Manufacturing monitors and reviews information about these external and internal issues.

## 7.2 Interested Parties

Arrow has identified the following interested parties and their requirements due to their effect or potential effect on the Arrow Manufacturing's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements.

Interested Parties	Requirements
Customers	Orders, Prints, RFQ's, Specifications
Owners	Profitable, Efficient organization, Sales
Employees	Fair, safe work place
Suppliers	Work, accurate information, proper lead-time, prompt payment
Registrars	Compliance to standards
Processes: Office, Purchasing, Production	Efficient accurate interaction of outputs inputs

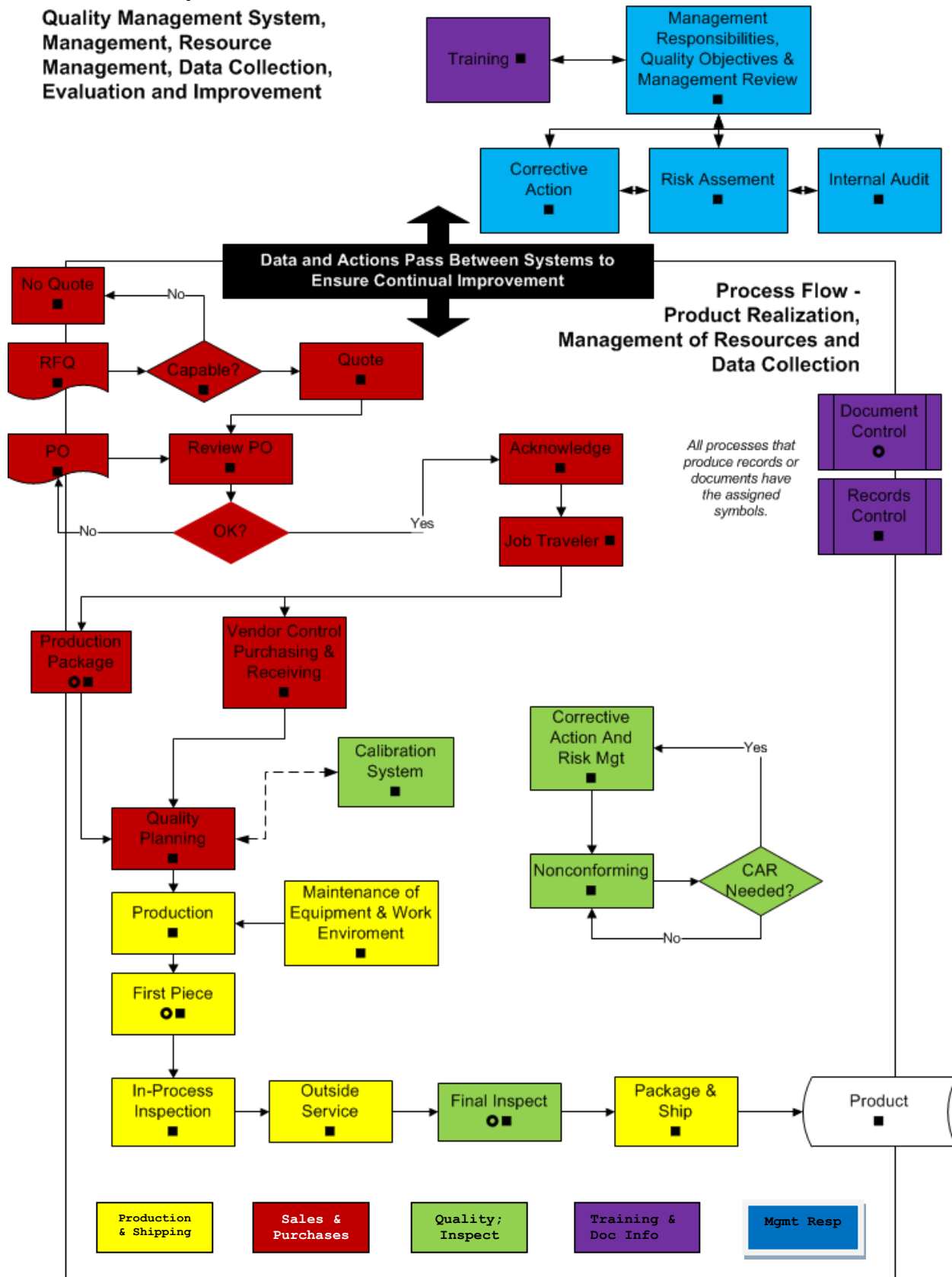
Arrow Manufacturing monitors and reviews information about these interested parties and their relevant requirements.

## 8.0 Outsourced Processes

Arrow Manufacturing currently outsources calibration, plating, cleaning, passivation, heat treat and internal audits. Outsourced processes are controlled by the Purchasing Procedure.

## 9.0 Process Map

Quality Management System,  
Management, Resource  
Management, Data Collection,  
Evaluation and Improvement



## 10.0 Organizational Knowledge

The management of Arrow Manufacturing determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge is maintained and available to the extent necessary and is part of the training processes. Personnel are qualified to the specific requirements of the job and that is the primary means of determining competence in organizational knowledge.

When addressing changing needs and trends, management considers its current knowledge and determines how to acquire or access any necessary additional knowledge and required updates.

## 11.0 Revision Status

Page No.	Section	Revision	Date	Description of Change	Initials
ALL	ALL	Draft	06/06/02	Revised various sections to conform to latest revision. Previous Draft 3 was FDIS	<i>P. J.</i>
5	3.1	Draft	08/23/02	Corrected scope description in clause. Revised organizational chart.	<i>P. J.</i>
All	All	A	12/12/02	Revised quality objectives. Issue company wide as approved.	<i>P. J.</i>
10	5.4	A	6/25/03	Revised quality objectives to better focus for measurable metrics. Remove CEO from Organization chart.	<i>P. J.</i>
All	All	B	5/25/05	Revised quality manual to reflect changes in management organization, chart, and quality policy.	<i>P. J.</i>
8	5.0	C	12/26/06	Updated Org Chart	<i>P. J.</i>
All	All	D	5/26/09	Updated the whole manual to align with the ISO 9001:2008 standard.	<i>R. G.</i>
7,8,18		E	9/27/10	Updated org chart and responsibilities to include Vice President. Corrected Documentation Cross Reference Matrix to ISO 9001:2008.	<i>CUW</i>
All	16,17,18,19	F	11/19/13	Updated Document Cross Reference Matrix, procedure references, QMS interactive process flow appendix "A" and section headers removing all ref. to obsolete procedures. Minor editorial fixes.	<i>CUW</i>
All	All	G	10/4/17	Complete re-write to the ISO 9001:2015 requirements.	<i>CUW</i>
4.5.6	8,9	H	10/17/19	Included Process Flow and Organizational Knowledge into the content of the manual	<i>CUW</i>
ALL	ALL	I	8/8/23	Review of Manual; removed reference of Procedure numbers	<i>JW</i>

## APPENDIX 1

### Organizational Structure, Roles & Responsibilities



**President** - Overall in charge of the organization, keeping up the highest quality for the company.

**Vice President** - In charge of planning and the day-to-day activities of production, shipping and receiving. Ensures that the quality system is implemented in the production, quality, shipping and receiving departments under their direction. Initiates corrective action, preventive action and continual improvement efforts related to product, processes or the quality system.

**Quality Manager** - Responsible for entire quality system and ensuring its compliance to ISO 9001:2015. Also responsible for the daily activities of the Quality Department and its personnel and their following of the policies and procedures. Initiates corrective actions related to product, processes or quality system.

**Sales Manager/Estimator** - Responsible for establishing relationships with customers and receiving feedback on the effectiveness of the quality system and initiating corrective actions for customer complaints.

**All others** - Responsible for following all policies and procedures and understanding the quality management policy and notifying their supervisors when quality system requires attention.

**Quality Management (Subcontracted)** – As appropriate, may be responsible for quality related functions as follows: document reviews and approvals, initiation/recommendations involving corrective and/or preventive action (CAPA) for product, process or customer complaints, assistance in the maintenance of the QMS.

### Responsibilities:

	Initiate Corrective Action			Identify & Record Problems		
	Product	Process	Quality System	Inspection	Materials	Calibration
President/CEO	X	X	X			
Vice President	X	X	X			
Quality Manager	X	X	X	X		X
Sales Manager/Estimator	X		X		X	
Material Purchasing Manager	X		X		X	
Shipping Receiving	X	X	X	X	X	
Production Supervisors				X	X	
Operators	X	X	X	X	X	X
Quality Techs	X	X	X	X	X	X