### 8.1 DEVELOP, IMPLEMENT, AND CONTROL YOUR OPERATIONAL PROCESSES

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| 1 | SHL | Plan the implementation and control of your operational processes. | DO | DN | NA | Black SHL identifies ISO 9001 task. |
| 2 | SHL | Consider how you're going to implement and control the processes that you need in order to meet product and service requirements. | DO | DN | NA | Processes were discussed in 4.4. |
| 3 | SHL | Consider how you're going to implement and control outsourced processes. | DO | DN | NA | See 8.4, below, for more detail. |
| 4 | SHL | Consider how you're going to perform and control the actions that you need in order to address risks and opportunities (actions are built into processes). | DO | DN | NA | 6.1.2 asked you to make these actions part of your processes. |
| 5 | SHL | Consider how you're going to manage and control projects, programs, and contracts while staying on budget and on schedule. | DO | DN | NA | Blue SHL identifies AS9100 task. |
| 6 | SHL | Consider how you're going to plan and control the transfer of work while ensuring that risks are managed and requirements continue to be met. | DO | DN | NA | |
| 7 | SHL | Consider how you're going to plan and control the permanent transfer of work. | DO | DN | NA | |
| 8 | SHL | Consider how you're going to plan and control the temporary transfer of work. | DO | DN | NA | |
| 9 | SHL | Prepare operational process implementation and control plans. | DO | DN | NA | |
| 10 | SHL | Carry out product and service planning activities. | DO | DN | NA | |
| 11 | SHL | Determine product and service requirements. | DO | DN | NA | |
| 12 | SHD | Determine your product requirements. | DO | DN | NA | Blue SHD identifies AS9100 task. |
| 13 | SHD | Consider product safety requirements. | DO | DN | NA | |
| 14 | SHD | Consider personal safety requirements. | DO | DN | NA | |
| 15 | SHD | Consider product quality requirements. | DO | DN | NA | |
| 16 | SHD | Consider product reliability requirements. | DO | DN | NA | |
| 17 | SHD | Consider product purity requirements. | DO | DN | NA | |
| 18 | SHD | Consider the need to control foreign objects. | DO | DN | NA | |
| 19 | SHD | Consider the need to detect foreign objects. | DO | DN | NA | |
| 20 | SHD | Consider the need to remove foreign objects. | DO | DN | NA | |

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|---|---|---|---|---|---|---|---|
| 21 | SHD | Consider the need to prevent foreign objects. | DO | DN | NA | |
| 22 | SHD | Consider product availability requirements. | DO | DN | NA | |
| 23 | SHD | Consider product suitability requirements. | DO | DN | NA | |
| 24 | SHD | Consider suitability requirements for parts and materials to be used in products. | DO | DN | NA | |
| 25 | SHD | Consider suitability requirements for software to be embedded in products. | DO | DN | NA | |
| 26 | SHD | Consider suitability requirements for software that you plan to purchase. | DO | DN | NA | |
| 27 | SHD | Consider suitability requirements for software that you plan to develop. | DO | DN | NA | |
| 28 | SHD | Consider product production requirements. | DO | DN | NA | |
| 29 | SHD | Consider product producibility requirements. | DO | DN | NA | |
| 30 | SHD | Consider product inspectability requirements. | DO | DN | NA | |
| 31 | SHD | Consider product maintenance requirements. | DO | DN | NA | |
| 32 | SHD | Consider product maintainability requirements. | DO | DN | NA | |
| 33 | SHD | Consider product handling requirements. | DO | DN | NA | |
| 34 | SHD | Consider product packaging requirements. | DO | DN | NA | |
| 35 | SHD | Consider product preservation requirements. | DO | DN | NA | |
| 36 | SHD | Consider product obsolescence requirements. | DO | DN | NA | |
| 37 | SHD | Consider product recycling requirements. | DO | DN | NA | |
| 38 | SHD | Consider product disposal requirements. | DO | DN | NA | |
| 39 | SHD | Consider final disposal requirements. | DO | DN | NA | |
| 40 | SHD | Determine your service requirements. | DO | DN | NA | |
| 41 | SHD | Consider service safety requirements. | DO | DN | NA | |
| 42 | SHD | Consider service reliability requirements. | DO | DN | NA | |
| 43 | SHD | Consider service suitability requirements. | DO | DN | NA | |

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| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

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|---|---|---|---|---|---|---|---|
| 44 | SHD | Consider service availability requirements. | DO | DN | NA | |
| 45 | SHD | Consider service maintainability requirements. | DO | DN | NA | |
| 46 | SHD | Consider service endurability requirements. | DO | DN | NA | |
| 47 | SHD | Consider service obsolescence requirements. | DO | DN | NA | |
| 48 | SHL | Determine criteria for products and services. | DO | DN | NA | Black SHL identifies ISO 9001 task. |
| 49 | SHL | Establish acceptance criteria for products. | DO | DN | NA | |
| 50 | CAN | Use statistical techniques to support products. | DO | DN | NA | Blue CAN identifies AS9100 task. |
| 51 | CAN | Use statistical techniques to verify product designs. | DO | DN | NA | |
| 52 | CAN | Use statistical techniques to verify product safety. | DO | DN | NA | |
| 53 | CAN | Use statistical techniques to verify product reliability. | DO | DN | NA | |
| 54 | CAN | Use statistical techniques to verify product maintainability. | DO | DN | NA | |
| 55 | SHL | Establish acceptance criteria for services. | DO | DN | NA | |
| 56 | SHL | Determine the products and services that are needed. | DO | DN | NA | Blue SHL identifies AS9100 task. |
| 57 | SHL | Determine the products that external providers must provide. | DO | DN | NA | |
| 58 | SHL | Determine the services that external providers must provide. | DO | DN | NA | |
| 59 | SHL | Determine the resources needed for products and services. | DO | DN | NA | |
| 60 | SHL | Identify the resources needed to ensure that product requirements can be met. | DO | DN | NA | |
| 61 | SHL | Identify the resources needed to ensure that service requirements can be met. | DO | DN | NA | |
| 62 | SHL | Identify the resources needed to meet on-time delivery of products. | DO | DN | NA | |
| 63 | SHL | Identify the resources needed to meet on-time delivery of services. | DO | DN | NA | |
| 64 | SHL | Carry out process and control planning activities. | DO | DN | NA | |
| 65 | SHL | Select the people that should be involved in operational planning. | DO | DN | NA | |
| 66 | SHL | Ask people from affected organizational functions to participate. | DO | DN | NA | |

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| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

| # | Type | Task | | | | Notes |
|---|------|------|---|---|---|-------|
| 67 | SHL | Establish criteria that your operational processes should meet. | DO | DN | NA | |
| 68 | CAN | Select statistical techniques that you can use to support processes. | DO | DN | NA | |
| 69 | CAN | Select statistical techniques that you can use to help control processes. | DO | DN | NA | Blue CAN identifies AS9100 task. |
| 70 | CAN | Select statistical techniques that you can use to identify "key characteristics". | DO | DN | NA | A *key characteristic* is a feature or an attribute that has a significant impact when it varies. Whenever a key characteristic varies, it has an effect on the performance, form, fit, function, producibility, or service life of the product. Therefore, key characteristic variations must be controlled. |
| 71 | CAN | Select statistical techniques that you can use to verify key characteristics. | DO | DN | NA | |
| 72 | CAN | Select statistical techniques that you can use to measure process capability. | DO | DN | NA | |
| 73 | CAN | Select statistical techniques that you can use to monitor process performance. | DO | DN | NA | |
| 74 | CAN | Select techniques that you can use to establish statistical process control. | DO | DN | NA | |
| 75 | CAN | Select statistical techniques that you can use to design process experiments. | DO | DN | NA | |
| 76 | CAN | Select statistical techniques that you can use to verify process performance. | DO | DN | NA | |
| 77 | CAN | Select statistical techniques that you can use to carry out process analyses. | DO | DN | NA | |
| 78 | CAN | Select techniques for doing failure mode, effects, and criticality analyses. | DO | DN | NA | |
| 79 | SHL | Determine the processes and controls that are needed to meet requirements. | DO | DN | NA | |
| 80 | SHL | Determine the processes needed to support products and services. | DO | DN | NA | Blue SHL identifies AS9100 task. |
| 81 | SHL | Determine processes to support the use of products and services. | DO | DN | NA | |
| 82 | SHL | Determine processes to support the provision of products and services. | DO | DN | NA | |
| 83 | SHL | Determine processes to support the maintenance of products and services. | DO | DN | NA | |
| 84 | SHL | Determine the processes and controls needed to manage "critical items". | DO | DN | NA | *Items* are *critical* if they have a major impact on the provision and use of products and services. Items are critical if they have a significant effect on the safety, performance, form, fit, function, producibility, or life of products or services. *Critical items* require specific actions to ensure that they are adequately managed. |
| 85 | SHL | Determine production controls when "key characteristics" are identified. | DO | DN | NA | |
| 86 | SHL | Determine the processes and controls needed to prevent unintended deliveries. | DO | DN | NA | |
| 87 | SHL | Determine the processes and controls needed to prevent the delivery of nonconforming products to customers. | DO | DN | NA | |
| 88 | SHL | Determine the processes and controls needed to prevent the delivery of nonconforming services to customers. | DO | DN | NA | |

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| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

| 89 | SHL | Plan the management and provision of projects, programs, and contracts. | DO | DN | NA | |
|---|---|---|---|---|---|---|
| 90 | SHL | Ensure that projects, programs, and contracts are managed in a controlled way. | DO | DN | NA | |
| 91 | SHL | Make sure that projects, programs, and contracts will meet requirements at an acceptable risk and within agreed upon resource and schedule constraints. | DO | DN | NA | |
| 92 | SHL | Make sure that your planning outputs are suitable for your operations. | DO | DN | NA | |
| 93 | SHL | Establish plans to manage and control projects, programs, and contracts. | DO | DN | NA | |
| 94 | SHL | Describe the QMS processes that will be applied to each project, program, and contract. | DO | DN | NA | |
| 95 | SHL | Describe the resources that will be applied to each project, program, and contract. | DO | DN | NA | |
| 96 | SHL | Allocate the resources needed to support processes and projects. | DO | DN | NA | |
| 97 | SHL | Allocate the resources needed to manage and control your "critical items". | DO | DN | NA | *Items* are *critical* if they have a major impact on the provision and use of products and services. Items are critical if they have a significant effect on the safety, performance, form, fit, function, producibility, or life of products or services. *Critical items* require specific actions to ensure that they are adequately managed. |
| 98 | SHL | Allocate the resources needed to manage and control projects and contracts. | DO | DN | NA | |
| 99 | SHL | Allocate the resources needed to manage and control products and services. | DO | DN | NA | |
| 100 | SHL | Allocate the resources needed to support the use of products and services. | DO | DN | NA | |
| 101 | SHL | Allocate resources for the provision of products and services. | DO | DN | NA | |
| 102 | SHL | Allocate resources for the maintenance of products and services. | DO | DN | NA | |
| 103 | SHL | Carry out work transfer planning activities. | DO | DN | NA | |
| 104 | SHL | Make sure that risks are managed and requirements continue to be met. | DO | DN | NA | |
| 105 | SHL | Plan how you're going to manage and control the transfer of work. | DO | DN | NA | Also see sections 8.4 and 8.5. |
| 106 | SHL | Plan how you're going to transfer work within your own organization. | DO | DN | NA | |
| 107 | SHL | Plan how you're going to transfer work to and from external providers. | DO | DN | NA | |
| 108 | SHL | Plan how you're going to transfer work between external providers. | DO | DN | NA | |
| 109 | SHL | Use your plans to implement and control operational processes. | DO | DN | NA | |
| 110 | SHL | Implement the processes and projects that your organization needs in order to meet product and service requirements. | DO | DN | NA | |

| ORGANIZATION: | | YOUR LOCATION: | |
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| REVIEWED BY: | | DATE REVIEWED: | |

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| 111 | SHL | Control your product and service oriented processes and projects. | DO | DN | NA | |
| 112 | SHL | Use your plans and criteria to control your organization's processes and projects. | DO | DN | NA | |
| 113 | SHL | Use your plans and criteria to control outsourced processes and projects. | DO | DN | NA | Also see section 8.4, below. |
| 114 | SHL | Control changes in the processes and projects that your organization needs in order to meet product and service requirements. | DO | DN | NA | |
| 115 | SHL | Control planned process and project changes and modifications. | DO | DN | NA | |
| 116 | SHL | Review uncontrolled process and project modifications. | DO | DN | NA | |
| 117 | SHL | Review all unintended effects and consequences. | DO | DN | NA | |
| 118 | SHL | Mitigate adverse effects and consequences. | DO | DN | NA | |
| 119 | SHL | Retain operational process planning and control documents and records. | DO | DN | NA | |
| 120 | SHL | Retain and maintain documented information that can demonstrate that your processes and projects have been carried out as planned. | DO | DN | NA | |
| 121 | SHL | Control documents and records that monitor how your organization's processes and projects are performing. | DO | DN | NA | |
| 122 | SHL | Retain and maintain documented information that can show that your products and services meet requirements. | DO | DN | NA | |
| 123 | SHL | Control documents and records that monitor and control product and service conformity. | DO | DN | NA | |

### 8.1.1 ESTABLISH AN OPERATIONAL RISK MANAGEMENT PROCESS

| | | | | | | |
|---|---|---|---|---|---|---|
| 124 | SHL | Plan your operational risk management process. | DO | DN | NA | Within the aviation, space, and defense industry, *a risk* is an event or outcome that has two characteristics: it is both likely to occur and likely to have severe consequences. |
| 125 | SHL | Develop a process to manage your operational risks. | DO | DN | NA | |
| 126 | SHL | Make sure that your risk management process is appropriate for your organization and the products and services it provides. | DO | DN | NA | While *risk management* is discussed in both section 6.1 and 8.1, the focus is different. While section 6.1 asks you to consider the risks and opportunities that could influence the performance of your QMS, section 8.1, on the other hand, asks you to consider the *operational risks* related to the provision of products and services. |
| 127 | SHL | Plan the assignment of risk management responsibilities. | DO | DN | NA | |
| 128 | SHL | Clarify and define your operational risk assessment criteria. | DO | DN | NA | |
| 129 | SHL | Figure out how you're going to determine the likelihood of an occurrence. | DO | DN | NA | |

| ORGANIZATION: | | YOUR LOCATION: | |
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| 130 | SHL | Figure out how you're going to evaluate potentially negative consequences. | DO | DN | NA | |
| 131 | SHL | Figure out how you're going to make operational risk acceptance decisions. | DO | DN | NA | |
| 132 | SHL | Describe how operational risks will be managed. | DO | DN | NA | A note in section 8.1.1 of AS9100D says that *"Within the aviation, space, and defense industry, risk is … expressed in terms of the likelihood of occurrence and the severity of the consequences".* |
| 133 | SHL | Figure out how operational risks will be identified. | DO | DN | NA | |
| 134 | SHL | Figure out how operational risks will be assessed. | DO | DN | NA | |
| 135 | SHL | Figure out how operational risks will be communicated. | DO | DN | NA | This approach to *risk* asks two fundamental questions: what is the probability that a potential event will occur in the future? And what consequences would this event produce or what impact would it have if it actually occurred? |
| 136 | SHL | Specify how risk management initiatives will be taken. | DO | DN | NA | |
| 137 | SHL | Figure out how to manage the actions that must be taken to mitigate the operational risks that exceed the limits set by your risk acceptance criteria. | DO | DN | NA | |
| 138 | SHL | Figure out how you're going to identify the actions that must be taken to mitigate operational risks. | DO | DN | NA | |
| 139 | SHL | Figure out how you're going to implement the actions that must be taken to mitigate operational risks. | DO | DN | NA | |
| 140 | SHL | Define how residual operational risks will be controlled. | DO | DN | NA | |
| 141 | SHL | Figure out how you're going to control the acceptable operational risks that remain after you've taken action to mitigate unacceptable risks. | DO | DN | NA | |
| 142 | SHL | Implement your operational risk management process. | DO | DN | NA | |
| 143 | SHL | Assign operational risk management responsibilities. | DO | DN | NA | |
| 144 | SHL | Manage your product and service management risks. | DO | DN | NA | |
| 145 | SHL | Identify your product and service management risks. | DO | DN | NA | |
| 146 | SHL | Assess your product and service management risks. | DO | DN | NA | |
| 147 | SHL | Determine the likelihood that events will occur. | DO | DN | NA | |
| 148 | SHL | Determine the likelihood or probability that an undesirable occurrence or outcome will actually occur in the future. | DO | DN | NA | |
| 149 | SHL | Evaluate potentially severe consequences. | DO | DN | NA | |
| 150 | SHL | Make operational risk acceptance decisions. | DO | DN | NA | |

ORGANIZATION:  YOUR LOCATION:

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| 151 | SHL | Communicate your product and service management risks. | DO | DN | NA | |
|---|---|---|---|---|---|---|
| 152 | SHL | Apply the actions that must be taken to mitigate the operational risks that exceed the limits set by your risk acceptance criteria. | DO | DN | NA | |
| 153 | SHL | Identify the actions that must be taken to mitigate operational risks. | DO | DN | NA | |
| 154 | SHL | Implement the actions that must be taken to mitigate operational risks. | DO | DN | NA | |
| 155 | SHL | Control the risks that remain after you've implemented actions to mitigate unacceptable operational risks. | DO | DN | NA | |
| 156 | SHL | Control your operational risk management process. | DO | DN | NA | |
| 157 | SHL | Make sure that your operational risk management process is appropriate for your organization. | DO | DN | NA | |
| 158 | SHL | Make sure that your operational risk management process is appropriate for your organization's products and services. | DO | DN | NA | |

### 8.1.2 ESTABLISH A CONFIGURATION MANAGEMENT PROCESS

| 159 | SHL | Plan your configuration management process. | DO | DN | NA | Blue SHL identifies AS9100 task. |
|---|---|---|---|---|---|---|
| 160 | SHL | Make sure that your configuration management process can be used to identify and control physical and functional attributes throughout the product and service lifecycle. | DO | DN | NA | |
| 161 | SHL | Make sure that your configuration management process is appropriate for your organization and the products and services it provides. | DO | DN | NA | |
| 162 | SHL | Implement your configuration management process. | DO | DN | NA | |
| 163 | SHL | Use your configuration management process to identify and control your organization's product and service attributes. | DO | DN | NA | |
| 164 | SHL | Control product and service identities and characteristics. | DO | DN | NA | |
| 165 | SHL | Control product and service traceability to requirements. | DO | DN | NA | |
| 166 | SHL | Control product and service changes and modifications. | DO | DN | NA | |
| 167 | SHL | Control product and service documents and records. | DO | DN | NA | |
| 168 | SHL | Make sure that your product and service documents and records are consistent with the actual attributes of your products and services. | DO | DN | NA | |

| ORGANIZATION: | | YOUR LOCATION: | |
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| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

| 169 | SHL | Ensure that requirements documentation is consistent with actual attributes. | DO | DN | NA | |
| 170 | SHL | Ensure that your design documentation is consistent with actual attributes. | DO | DN | NA | |
| 171 | SHL | Ensure that your validation documentation is consistent with actual attributes. | DO | DN | NA | |
| 172 | SHL | Ensure that your verification documentation is consistent with actual attributes. | DO | DN | NA | |
| 173 | SHL | Ensure that your acceptance documentation is consistent with actual attributes. | DO | DN | NA | |
| 174 | SHL | Control your configuration management process. | DO | DN | NA | |

### 8.1.3 ESTABLISH PRODUCT SAFETY MANAGEMENT PROCESSES

| 175 | SHL | Plan your product safety management processes. | DO | DN | NA | This section is new for AS9100D. |
| 176 | SHL | Make sure that your safety processes are appropriate for your organization. | DO | DN | NA | |
| 177 | SHL | Make sure that safety processes are appropriate for your products. | DO | DN | NA | |
| 178 | SHL | Make sure that safety processes apply to the entire product life cycle. | DO | DN | NA | |
| 179 | SHL | Develop your product safety management processes. | DO | DN | NA | |
| 180 | SHL | Develop a process to manage safety hazards. | DO | DN | NA | |
| 181 | SHL | Develop a safety hazard assessment process. | DO | DN | NA | |
| 182 | SHL | Develop a safety risk management process. | DO | DN | NA | Also see section 8.1.1, above. |
| 183 | SHL | Develop a process to manage critical safety items. | DO | DN | NA | |
| 184 | SHL | Develop a process to manage events that affect safety. | DO | DN | NA | |
| 185 | SHL | Develop a process to analyze events that affect product safety. | DO | DN | NA | |
| 186 | SHL | Develop a process to report events that affect product safety. | DO | DN | NA | |
| 187 | SHL | Develop a process to manage product safety training activities. | DO | DN | NA | |
| 188 | SHL | Develop a process to manage product safety communications. | DO | DN | NA | |
| 189 | SHL | Implement your product safety management processes. | DO | DN | NA | |
| 190 | SHL | Control your product safety management processes. | DO | DN | NA | |

| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
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**8.1.4 ESTABLISH COUNTERFEIT PART MANAGEMENT PROCESSES**

| | | | | | |
|---|---|---|---|---|---|
| 191 | SHL | Plan your counterfeit part management processes. | DO | DN | NA |
| 192 | SHL | Ensure that counterfeit part management process is designed to prevent the use and inclusion of suspicious or counterfeit parts in products delivered to customers. | DO | DN | NA |
| 193 | SHL | Make sure that your counterfeit part management process is appropriate for your organization and the products it delivers to its customers. | DO | DN | NA |
| 194 | SHL | Develop your counterfeit part management processes. | DO | DN | NA |
| 195 | SHL | Develop a process to teach people about counterfeit parts. | DO | DN | NA |
| 196 | SHL | Develop a process to monitor counterfeit parts and components. | DO | DN | NA |
| 197 | SHL | Develop a process to monitor obsolete parts and components. | DO | DN | NA |
| 198 | SHL | Develop a process to control the acquisition of parts and components. | DO | DN | NA |
| 199 | SHL | Develop a process to detect suspicious and counterfeit parts and components. | DO | DN | NA |
| 200 | SHL | Develop methodologies to test and to verify your parts and components. | DO | DN | NA |
| 201 | SHL | Develop methodologies to detect counterfeit parts and components. | DO | DN | NA |
| 202 | SHL | Develop a process to quarantine suspicious or counterfeit parts and components. | DO | DN | NA |
| 203 | SHL | Develop a process to report suspicious or counterfeit parts and components. | DO | DN | NA |
| 204 | SHL | Develop a process to trace parts and components back to suppliers. | DO | DN | NA |
| 205 | SHL | Ensure that you can trace them back to original or authorized manufacturers. | DO | DN | NA |
| 206 | SHL | Implement your counterfeit part management processes. | DO | DN | NA |
| 207 | SHL | Teach people about counterfeit parts and components. | DO | DN | NA |
| 208 | SHL | Explain how counterfeit parts can be prevented. | DO | DN | NA |
| 209 | SHL | Explain how suspicious parts can be detected. | DO | DN | NA |
| 210 | SHL | Monitor counterfeit parts reported by external sources. | DO | DN | NA |
| 211 | SHL | Monitor suspicious and obsolete parts and components. | DO | DN | NA |

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| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

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|---|---|---|---|---|---|---|
| 212 | SHL | Control the acquisition and use of parts and components. | DO | DN | NA | |
| 213 | SHL | Acquire parts and components from original or authorized manufacturers. | DO | DN | NA | |
| 214 | SHL | Acquire items from authorized distributors or other approved sources. | DO | DN | NA | |
| 215 | SHL | Test and verify parts and components and detect all counterfeit items. | DO | DN | NA | |
| 216 | SHL | Quarantine and report suspicious or counterfeit parts and components. | DO | DN | NA | |
| 217 | SHL | Maintain a parts and components traceability process. | DO | DN | NA | |
| 218 | SHL | Control your counterfeit part management processes. | DO | DN | NA | |

## 8.2 DETERMINE AND DOCUMENT PRODUCT AND SERVICE REQUIREMENTS

### 8.2.1 COMMUNICATE WITH CUSTOMERS AND MANAGE CUSTOMER PROPERTY

| | | | | | | |
|---|---|---|---|---|---|---|
| 219 | SHL | Communicate with customers. | DO | DN | NA | Also see 7.4 on communication. |
| 220 | SHL | Provide information to customers. | DO | DN | NA | |
| 221 | SHL | Share information about products and services. | DO | DN | NA | |
| 222 | SHL | Discuss contingency plans (when relevant). | DO | DN | NA | |
| 223 | SHL | Clarify specific requirements for actions. | DO | DN | NA | |
| 224 | SHL | Obtain information from customers. | DO | DN | NA | |
| 225 | SHL | Obtain information about orders and contracts. | DO | DN | NA | |
| 226 | SHL | Receive information about changes to orders and contracts. | DO | DN | NA | |
| 227 | SHL | Obtain information about products and services. | DO | DN | NA | |
| 228 | SHL | Gather customer feedback about products and services. | DO | DN | NA | |
| 229 | SHL | Gather complaints about your products and services. | DO | DN | NA | |
| 230 | SHL | Obtain information about property supplied by customers. | DO | DN | NA | |
| 231 | SHL | Manage customer property. | DO | DN | NA | |
| 232 | SHL | Handle or control property supplied by customers. | DO | DN | NA | |

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| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
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**8.2.2 CLARIFY ALL PRODUCT AND SERVICE REQUIREMENTS AND CAPABILITIES**

| | | | | | | |
|---|---|---|---|---|---|---|
| 233 | SHL | Determine requirements for products and services offered to customers. | DO | DN | NA | |
| 234 | SHL | Determine statutory and regulatory requirements for products and services. | DO | DN | NA | |
| 235 | SHL | Determine your organization's own requirements for products and services. | DO | DN | NA | |
| 236 | SHL | Determine any additional "special requirements" for products and services. | DO | DN | NA | A *special requirement* is one that may be especially difficult to achieve. Special requirements may be difficult to achieve because they force you to operate at the limit of your organization's technical or process capability or at the limit of your industry's capability. |
| 237 | SHL | Verify that you are capable of meeting product and service requirements. | DO | DN | NA | |
| 238 | SHL | Identify the operational risks that could affect your ability to meet requirements. | DO | DN | NA | |
| 239 | SHL | Consider whether you have the capacity or are capable of meeting requirements. | DO | DN | NA | |
| 240 | SHL | Consider whether product or service delivery time frames can be accommodated. | DO | DN | NA | |
| 241 | SHL | Consider whether the use of new technologies could influence your performance. | DO | DN | NA | |

**8.2.3 REVIEW PRODUCT AND SERVICE REQUIREMENTS AND RECORD RESULTS**

**8.2.3.1 VERIFY REQUIREMENTS BEFORE YOU ACCEPT ORDERS FROM CUSTOMERS**

| | | | | | | |
|---|---|---|---|---|---|---|
| 242 | SHL | Review product and service requirements before you accept an order. | DO | DN | NA | According to a note to section 8.2.3.1, *"In some situations, such as internet sales, a formal review is impractical for each order. Instead, the review can cover relevant product information, such as catalogues or advertising material"*. |
| 243 | SHL | Review product and service requirements before you make a commitment to supply products and services to customers. | DO | DN | NA | |
| 244 | SHL | Coordinate reviews with applicable functions within your organization. | DO | DN | NA | |
| 245 | SHL | Review all documented requirements before you accept an order. | DO | DN | NA | |
| 246 | SHL | Review product and service requirements specified by customers. | DO | DN | NA | |
| 247 | SHL | Review delivery and post-delivery requirements before you proceed. | DO | DN | NA | |
| 248 | SHL | Review product and service requirements specified by regulatory bodies. | DO | DN | NA | |
| 249 | SHL | Review statutory and regulatory requirements that apply in your case. | DO | DN | NA | |
| 250 | SHL | Review product and service requirements specified by interested parties. | DO | DN | NA | |
| 251 | SHL | Review product and service requirements specified by your organization. | DO | DN | NA | |
| 252 | SHL | Review all undocumented requirements before you accept an order. | DO | DN | NA | |

| | | | |
|---|---|---|---|
| ORGANIZATION: | | YOUR LOCATION: | |
| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |

| 253 | SHL | Review unstated requirements needed for the specified or intended use. | DO | DN | NA | |
|---|---|---|---|---|---|---|
| 254 | SHL | Clarify all differences between your original proposal and the final order. | DO | DN | NA | |
| 255 | SHL | Review all orders and contractual requirements that have been modified. | DO | DN | NA | |
| 256 | SHL | Coordinate the review of contracts and orders that have been modified. | DO | DN | NA | |
| 257 | SHL | Resolve all differences between your original proposal and the final order. | DO | DN | NA | |
| 258 | SHL | Negotiate mutually acceptable requirements with customers whenever some customer requirements cannot be met. | DO | DN | NA | |
| 259 | SHL | Amend all relevant documented information to reflect changes in customers' product and service requirements. | DO | DN | NA | |
| 260 | SHL | Distribute amended information to all relevant people. | DO | DN | NA | |
| 261 | SHL | Confirm that you can meet specified product and service requirements. | DO | DN | NA | |
| 262 | SHL | Confirm that you can meet undocumented customer requirements before you make a commitment to supply products and services. | DO | DN | NA | |

**8.2.3.2 DOCUMENT YOUR REVIEW OF PRODUCT AND SERVICE REQUIREMENTS**

| 263 | SHL | Document the results of product and service requirement reviews. | DO | DN | NA | |
|---|---|---|---|---|---|---|
| 264 | SHL | Retain and control documents that record results of requirement reviews. | DO | DN | NA | |
| 265 | SHL | Document any new or changed product and service requirements. | DO | DN | NA | |
| 266 | SHL | Retain and control documents that record new or changed requirements. | DO | DN | NA | |

**8.2.4 AMEND DOCUMENTS WHEN PRODUCT AND SERVICE REQUIREMENTS CHANGE**

| 267 | SHL | Control documents that record changes in product and service requirements. | DO | DN | NA | |
|---|---|---|---|---|---|---|
| 268 | SHL | Amend all relevant documented information to reflect changes in customers' product and service requirements. | DO | DN | NA | |
| 269 | SHL | Retain documents and records that describe new or modified product and service requirements. | DO | DN | NA | |
| 270 | SHL | Share amended information with relevant personnel. | DO | DN | NA | |

| ORGANIZATION: | | YOUR LOCATION: | |
|---|---|---|---|
| COMPLETED BY: | | DATE COMPLETED: | |
| REVIEWED BY: | | DATE REVIEWED: | |