



# Nadcap Supplier Audit Guide

## [Abstract](#)

The Nadcap® Supplier Audit Guide provides information to help Auditees understand the Nadcap program. This guide contains relevant information, enabling easier access for Auditees. It also provides an overview of Nadcap, along with participating parties and associated groups. Instructions for using PRI EAN<sup>SM</sup> are included, guiding Auditees through the preparation, undertaking and response process for Nadcap audits. The last section of the guide describes the Attendees Guide for Nadcap meetings, detailing the scope, purpose, and benefits of the meetings.

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## Table of Contents

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<a href="#"><u>What is Nadcap and How Does it Work?</u></a>	P.2
<a href="#"><u>Who Participates in the Nadcap Program?</u></a>	P.3
<a href="#"><u>What Groups Make up the Nadcap Program?</u></a>	P.4
<a href="#"><u>What is Nadcap Corporate Families and why is it important?</u></a>	P.8
<a href="#"><u>What is PRI EAN?</u></a>	P.9
<a href="#"><u>How Do I Prepare for an Audit?</u></a>	P.11
<a href="#"><u>How Does a Nadcap Audit Work?</u></a>	P.18
<a href="#"><u>How do I Respond to a Non-Conformance?</u></a>	P.20
<a href="#"><u>What Actions are Taken After an Audit is Completed?</u></a>	P.22
<a href="#"><u>What do I do if I think a Subscriber has conducted a Redundant Audit?</u></a>	P.24
<a href="#"><u>What is PRI Training<sup>SM</sup>?</u></a>	P.24
<a href="#"><u>What are Nadcap Supplier Symposia?</u></a>	P.25
<a href="#"><u>What is an Attendees Guide?</u></a>	P.26
<a href="#"><u>What is the Benefit of a Nadcap Meeting?</u></a>	P.28

**Disclaimer:** This information in this guide is provided for reference only. The Performance Review Institute® agreements, procedures, audit criteria, and forms take precedence over the content in this guide.



[PRI EAN](#): web-based system developed by PRI covering audits, Operating Procedures, Audit Criteria, and handbooks

PRI EAN Support is also available by contacting the help desk:

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## What is Performance Review Institute (PRI)?

The Performance Review Institute (PRI) is a not-for-profit trade association started in 1990. PRI is a global administrator of industry-managed critical process accreditation programs focused on improving process and product quality with collaboration among stakeholders in industries where safety and quality are shared goals.

A [Board of Directors leads PRI](#) with responsibility for strategic direction and financial stability. The Board is comprised of leading Executives from some of the world's largest aerospace companies.

What are PRI's responsibilities within the Nadcap program?

- Schedule audits with qualified Auditors on pre-agreed dates
- Perform audits on behalf of the Subscribers and submit reports via PRI EAN (Auditors)
- Review reports and liaise with Auditees to close out any non-conformance(s)
- Issue Nadcap certificates to Auditees after approval from Task Groups
- Facilitate [Nadcap meetings](#) around the world and reach consensus on Audit Criteria (AC)
- Ensure appropriate staffing, including [sourcing and onboarding Auditors](#)
- Add value through relevant communication and education including the Nadcap newsletters and [free Nadcap technical symposia](#)

## Who Participates in the Nadcap Program?

### What is a Subscriber?

Subscribers are Nadcap members who have the design authority to write their own special process specifications and have internal engineering organizations to provide technical directions and support. Subscriber representatives are required to attend [Nadcap meetings](#) and are encouraged to become active members with specific [Task Group\(s\)](#). (See page 6)

Subscriber voting members review Supplier Audit reports and vote to approve accreditation of each Auditee.

## What is a Supplier?

A Supplier is an organization that provides special processes for Subscribers' products, and that undertakes a Nadcap special process audit based on Nadcap Audit Criteria (AC). Their customer flow-down requirements either mandate the audit, or they voluntarily participate in the accreditation process to develop new business opportunities to elevate their position within the marketplace.

Suppliers are required to follow the Nadcap processes and participate in undertaking scheduled audits to the relevant Audit Criteria (AC). They also must demonstrate compliance via appropriate documentation and hardware, which key parameters and levels are achieved against a standard set of Audit Criteria (AC) questions.

Suppliers can also decide to use the structure of the Audit Criteria (AC) as a framework to improve consistency and standardization within their organizations.

## What Groups Make Up the Nadcap Program?

### Nadcap Management Council (NMC)

[The NMC](#) consists of Subscribers and Suppliers, whose role is to speak for the needs of the global aerospace industry and their organizations in promoting teamwork, facilitating consensus, focusing on quality, and ensuring the Nadcap program is robust and representative, from a management perspective.

The NMC members are responsible for:

- Overseeing the operation of Nadcap
- Establishing and implementing policies and procedures
- Coordinating and developing the Task Groups
- Identifying, developing, and deploying improvements
- AC7000 checklist - Audit Criteria for Nadcap Accreditation

AC7000 checklist contains the common questions and instructions for all Task Groups and is a supplement to the specific Task Group Audit Criteria in which the accreditation is being conducted. AC7000 contains information, requirements, and questions in the following areas:

- General, self-audits, identification of subscribers, quality system approvals, verification of corrective action, process change management, fraudulent activities, and acceptance authority media.

The NMC also has a number of committees that oversee various projects or aspects of the program:

- **Metrics Committee:** this committee monitors the health of the Nadcap program and manages a framework for responding to Task Group and NMC requests for analysis to determine the effects of proposed strategic initiatives. This is achieved by establishing measurable goals and consistently reviewing the program's progress in achieving set goals. In addition to the

necessary data analysis, they also assist the NMC in developing strategic improvements and recovery plans.

- **Ethics & Appeals Committee**: this committee ensures the effectiveness of the Nadcap program, which has formalized a standard Ethics & Appeal process for all program participants. The committee is tasked with finding appropriate resolutions for any appeals that arise through the established process. In addition, they also promote awareness of common issues raised by Suppliers and Subscribers.
- **Standardization Committee**: this committee continually reviews the Nadcap Task Group functions to better understand operational differences and drive changes to bring commonality between Task Groups, when appropriate. The committee regularly assesses best practices and recommends strategic actions to ensure that all groups can operate efficiently.
- **Oversight Audit Committee**: this committee is tasked with overseeing the operation of the Nadcap program, verifying that the Nadcap process is being carried out in a way that is compliant to all procedural documents and continues to achieve its objectives relative to customer expectations.
- **Globalization & Strategy Committee**: this committee works to develop the future vision for Nadcap. It includes development of potential new Task Groups as well as liaising with other global quality programs, all with a goal of continuing to add value to the Nadcap program for all stakeholders.
- **Continuous Improvement Committee**: this committee works on initiatives focused on improving the overall consistency of the Nadcap program.
- **Subscriber Accreditation Committee**: this committee shall monitor and oversee the Subscriber Accreditation Options A and B. Only Subscriber Voting Members may participate.

## Task Group

The Nadcap audit and accreditation processes are overseen and managed by industry. For each special process, product or system audited by Nadcap, there is a [Task Group](#) made up of technical experts from Nadcap Subscribers and Suppliers. Their role is to speak for the needs of the global aerospace industry and their organizations in promoting teamwork, facilitating consensus, focusing on quality, and ensuring the Nadcap program is robust and representative, from a technical perspective.

All Task Group members work together to determine audit requirements, and develop documents such as Audit Criteria and training materials. Members work with the Nadcap Management Council to continually improve the program.

Task Groups make the final decision on Nadcap accreditation, based on the audit report and subsequent Supplier activities to address any non-conformance(s) identified by the Auditor. For

reasons of confidentiality, only Subscribing members of the Task Group are responsible for accreditation decisions.

Subscriber voting members are members of Nadcap with voting rights in Nadcap Task Groups. In addition, each Nadcap Task Group may have one confirmed Supplier member with full voting privileges per company except on matters pertaining to accreditation.

PRI Staff Engineers are assigned to each Task Group. They facilitate associated Task Group operations including creating and revising Audit Criteria, reviewing audits, and dispositioning non-conformance responses (NCRs). Each Task Group has one or more Staff Engineers who are the Auditee's primary contact for help with technical questions regarding the Audit Criteria and for resolving non-conformance(s) resulting from audits.

Audit Reviewers are individuals assigned by PRI staff to each Task Group specifically to review audit reports and be the Auditee's primary contacts for help in resolving non-conformance(s) resulting from audits.

Information regarding the Nadcap Task Groups can be found on the PRI website. In addition, Nadcap Task Group information can be found in [PRI EAN](#) under the Resources tab / Documents / Public Documents / Task Groups.

<u>Audit Criteria</u>	<u>Document</u>	<u>Examples/Summary</u>
Aerospace Quality System (AQS)	AC7004	Used to verify Nadcap Quality System requirements, in conjunction with a separate Nadcap audit
Aero Structure Assembly (ASA)	AC7135	Aero structure assembly, fastening, electrical bonding of aero structure assemblies and components, bushing and bearing installation and sealing of aerospace assemblies and components
Chemical Processing (CP)	AC7108	Etching & etch inspection, stripping, cleaning, surface preparation, anodizing, conversion coatings, plating, solution analysis, etc.
Coatings (CT)	AC7109	Application, examination & processing of thermal spray, vapor deposited & diffusion coatings
Composites (COMP)	AC7118	Fabrication of composite materials
Conventional Machining as a Special Process (CMSP)	AC7126	Holemaking, broaching, turning, milling & hobbing, grinding, and edge treatment
Elastomer Seals (SEAL)	AC7115	Manufacturing of elastomeric components, such as seals, metal to elastomer bonded and textile reinforced components, etc.

Electronics (ETG)	AC7119 AC7120 AC7121	Printed boards, soldering, coating, programming, assembly, cable & harness assembly, final testing, repackaging, etc.
Fluid Distribution Systems (FLU)	AC7112 AC7123	Fluid systems components, hose manufacturing, fittings & other machined components, couplings, assembly, etc.
First Article Inspection	AC7150	Intended for use to survey all facilities seeking accreditation by Nadcap for First Article Inspection (FAI) reporting process.
Heat Treating (HT)	AC7102	Conventional heat treating, brazing, carburizing, nitriding, induction hardening, sintering, hardness/conductivity testing, etc.
Materials Testing Laboratories (MTL)	AC7101 AC7006	Materials/mechanical/fastener/hardness/corrosion testing, chemical analysis, specimen heat treating, metallography, etc.
Measurement & Inspection (M&I)	AC7130	Coordinate measuring machines, laser tracker, articulating arm, 3D structured light systems, mass airflow measurement, etc.
Metallic Materials Manufacturing (MMM)	AC7140	Forging, i.e., using compressive forces to shape metals, incorporating pre-& post forging processes
Nonconventional Machining (NM)	AC7116	Electrochemical machining/grinding, electrical discharge machining, abrasive water jet machining, laser machining/marking, etc.
Nondestructive Testing (NDT)	AC7114	Component inspection using penetrant, magnetic particle, ultrasonic, eddy current, or radiography techniques
Non Metallic Materials Manufacturing (NMMM)	AC7124	Non-metallic components manufactured from resin, prepreg, adhesive films, core, fibers, etc.
Non Metallic Materials Testing (NMMT)	AC7122	Physical/chemical/thermal/flammability testing of non-metallic materials
Sealants (SLT)	AC7200 AC7202 AC7129	Accreditation of sealing of aerospace assemblies/components, sealant manufactures, and sealant valves
Subscriber Accreditation Option B HQ Audit	AC7008	Accreditation in the governance & administration of an industry managed special process oversight system
Surface Enhancement (SE)	AC7117	Manual/automated/computer-controlled peening, including flapper peening and peen forming
Welding (WLD)	AC7110	Fusion/resistance/electron beam/laser/friction/inertia/diffusion/percussion stud welding etc. including torch & induction brazing



## **Supplier Support Committee (SSC)**

The Nadcap [Supplier Support Committee \(SSC\)](#) represents the Supplier community and works with the Nadcap Management Council (NMC) to enhance the effectiveness and economic value of the Nadcap program for the mutual benefit of both Subscribers and Suppliers.

Supplier representatives address non-technical, systemic issues relevant to the Nadcap program and provide a mechanism for the Suppliers to support the process and in turn to be supported.

The SSC is made up of active Nadcap accredited Supplier volunteers from around the globe who are willing to help new Suppliers through the process, as well as assisting experienced Suppliers to establish, maintain and improve their accredited processes. Each Task Group has a Supplier member who represents the SSC to the Task Group and communicates systemic Supplier issues to the SSC.

The Supplier Support Mentoring program matches Suppliers who are either new to the process and/or those who need assistance with experienced Nadcap Suppliers who can help. The Supplier Support Committee Mentoring Program's purpose is to establish a Supplier driven program designed to provide fellow Suppliers with basic information about the Nadcap program and process, with a focus on continuing to spread the word across the global Supplier community.

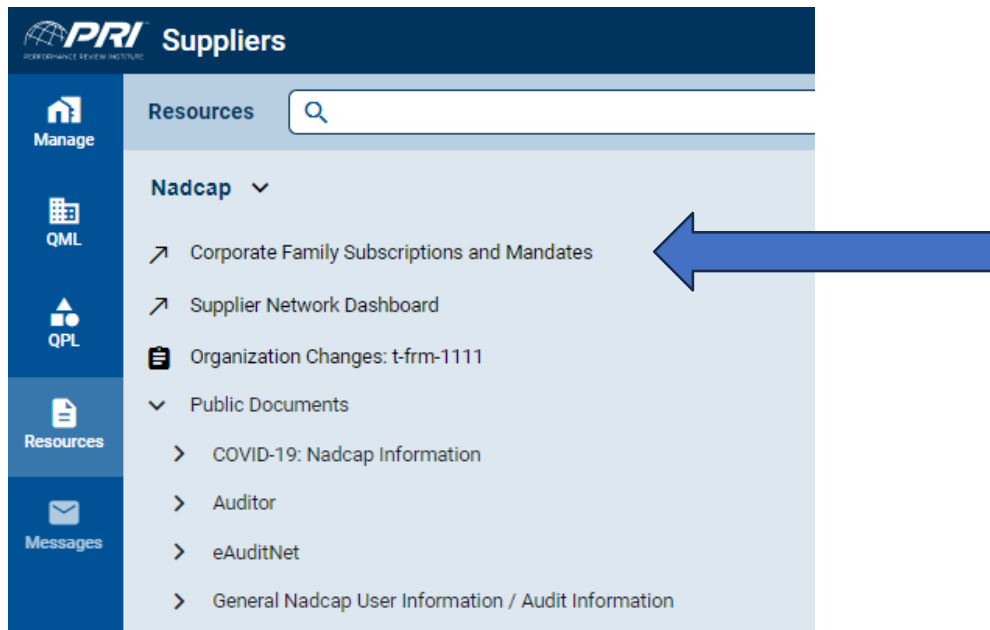
If at any time you have a general/non-technical issue or question, please complete an SSC Request form located in EAN, Resources / Documents / Public Documents / Supplier / SSC Documents.

## **What are Nadcap Corporate Families and why are they important?**

With over 50 Subscribers and twenty critical processes that can be mandated, the Nadcap and EAN teams have worked together to create a clear summary of all mandates for the benefit of the entire Nadcap community.

Information is listed in a new application called "Corporate Families" (replacing the Subscriber Matrix), which can be accessed from the Resources drop-down menu. The additional clarity makes this important document easily available to all Nadcap constituents and provides Subscriber Company Admin users with access to verify their mandates themselves, directly within the application. Subscribers will also be able to request changes to their mandate information directly within EAN. Those changes are updated quickly and easily, giving Suppliers read-only access to the latest information.

The EAN screen will display the Corporate Family, Group name; the Companies under Corporate Family, Subscriber Checklist Identifier, and the Company Mandates, company-specific mandates, distinguished between "Required" and "Accepted".



## What is PRI EAN?

[PRI EAN](#) is the web-based system used by Nadcap participants, developed, and maintained by the Performance Review Institute to support and improve efficiency in the Nadcap auditing and accreditation system.

### Getting Started, Registration and Login

When web visitors access PRI EAN, the software requires them to either sign-in or register as a new user, which is free. When registering as a new user, PRI EAN requires common personal information, in addition to signing Terms and Conditions, to make sure PRI communicates only relevant information with each user.

### Set Up and Navigation

Once the registration has been completed and approved, all users are able to access the Resources applications. A company name is not required for access to these applications. This will allow access to Public Documents, and general documents covering:

- a) **Procedures and Forms** - Nadcap Operating Procedures (OP) and Nadcap controlled forms.

- b) **Audit Criteria (AC)** - official versions of all the Nadcap Audit Criteria in PDF format.

Once associated with a particular company, PRI EAN users will get access to "Supplier Applications" which include:

- c) **Audit Pricing** – view the status of the audit quotation, request a quote, review Subscriber matrices, process specific documents, access Microsoft Word copies of Audit Criteria.
- d) **Audit Scheduling** – Schedule an audit for the company or companies. Indicate desired audits by checking the applicable processes. Read the ITAR/EAR information (scroll down) and make the ITAR/EAR selection. Auditor assignment is matched based on this selection.
- e) **Supplier Audits** – View audit status, audit details, and respond to audit non-conformance(s) for your company or companies. Audits can be filtered by commodity. Each audit will have an audit number, which will detail the audit. Click on the Audit Criteria (AC) to view the Auditor's responses when the audit is in Supplier Review status.
- f) **Supplier Advisory** – View and respond to Supplier advisories issued to the company or companies. The level of advisory is decided by the Task Group.
- g) **Online QML** – Qualified Manufacturers Listing (QML) of certified Suppliers, which can be searched by name, country and commodity. When clicking on a Supplier name, the scope of approval can be viewed along with the Nadcap Supplier's history. By refining the search further, additional information can be viewed to include sub scope, method or specification.
- h) **Online QPL** – Qualified Products Listing (QPL) of manufacturers who have received a PRI product qualification approval letter to a specific standard for specific product designations and plant locations.
- i) **Metrics** – Run Task Group / NMC Metrics. View monthly metrics that measure the overall health of the program against Management Council set goals.
- j) **Supplier Quality System** – View and update the Company Quality System information, Company Profile, company contact information, and add additional company associations. This section also allows PRI EAN users to change their password.
- k) **Company Administrator User Manager Guide** - User Manager (accessible to the Company Administrators only) can be accessed through the Supplier Applications tab. It is under this section that Company Administrators can create/edit users and manage their PRI EAN applications access for the company. Company Administrators receive annual emails to review user access. A guide, called "Company Administrator User Management Guide - Auditee Access" can be found by under Resources / Documents / Public Documents / PRI EAN / User Guides /

Tutorials / Auditee/Supplier Guides, which will help you with the process.

New User Queue (Company Administrator) – Accept or reject users that have selected the company or companies for association.

### **Quote & Schedule**

The audit quote can be found by using the Supplier Applications tab. A tutorial called “How to Register Company/Request Quote/Schedule Audit” is available for reference and held within Resources / Documents / Public Documents / General Nadcap User Information / Audit Information. It can also be accessed by clicking on the “Get Quote” button on the login page or the home page after login. The audit quotation can be checked for status within the Supplier Applications tab, under Supplier Audits. Once the quote has been issued by the Scheduling Department, the Nadcap audit can be scheduled and viewed for the company or companies and provides a list of all current and previous audits undertaken.

### **Timeframe for Audit**

Audits generally are scheduled six to nine months in advance.

## **How do I Prepare for an Audit?**

As a first step for the audit preparation, the Auditee must determine the scope of the audit and identify which Audit Criteria (also referred to as a checklist) should be included. This determination can be based on:

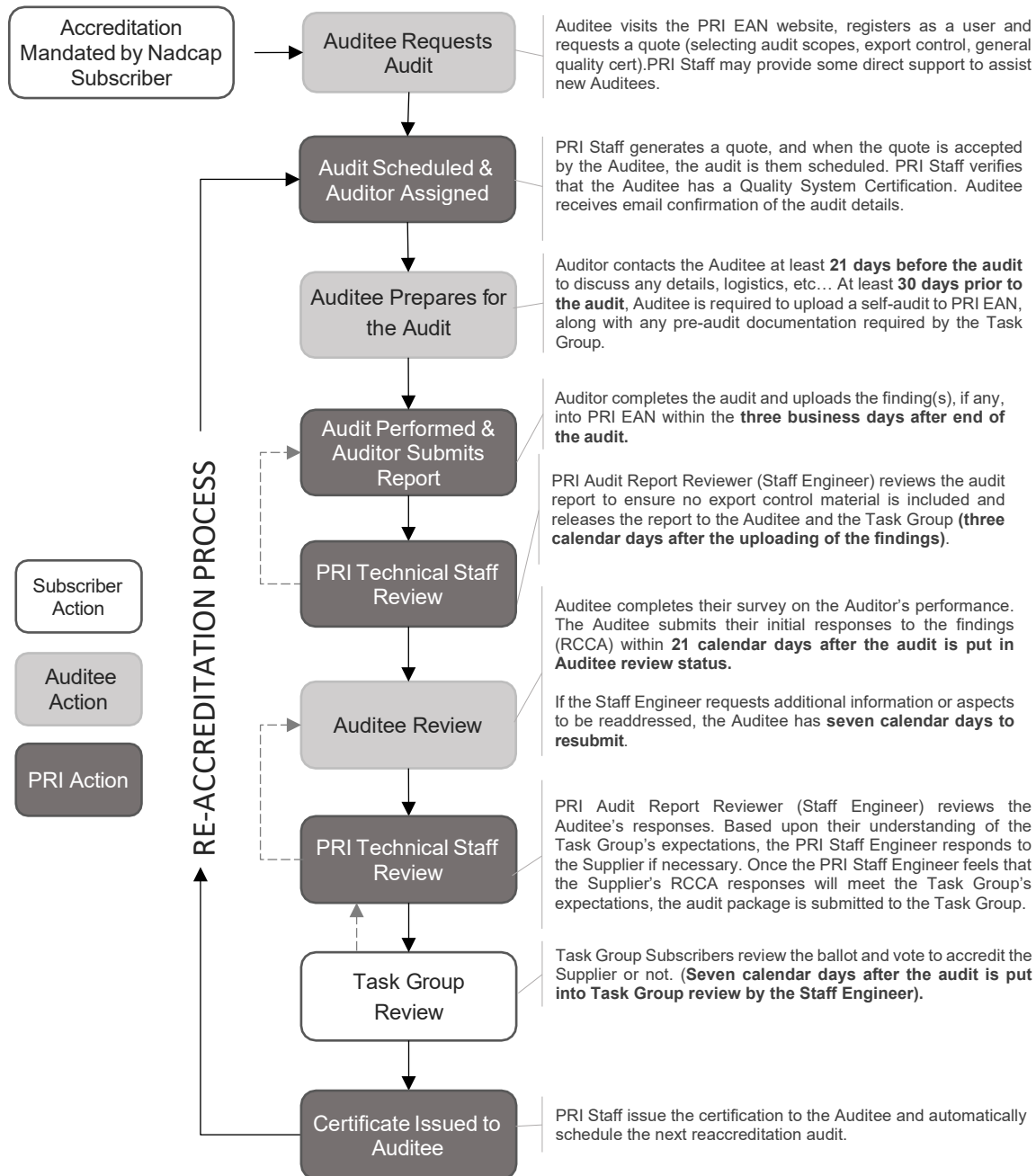
- Customer requirement or expectation
- Audit scope for which the Auditee wants to be accredited, in addition to any customer requirement or expectation
- Auditee desire to attract aerospace industry orders

It is not necessary for processes included in the audit scope to be performed on aerospace hardware or to be required by a Nadcap Subscriber.

The audit scope does not need to cover all the processes performed at the facility, only those that should be included in the scope of accreditation. It is critical to the Auditee that the audit scope accurately includes all processes and tests that the Auditee wants to have included on the scope of accreditation. Read through the entire list of options for your Task Group’s applicable Audit Criteria to avoid inadvertently missing an applicable process or test. A process or test that is not included in the scope of the audit will not be on the scope of accreditation; this may lead to loss of business from Subscribers or require an Add Scope audit at the expense of the Auditee. Note that the Auditee must

demonstrate to the Auditor that the Auditee has the capability to perform all processes and tests within the scope of the audit.

## Audit Timeline



## **Planning**

The expected time of preparation for initial audits is about a nine to twelve months for new Auditees, and between three to five months for reaccreditation audits. These timeframes depend on the size of the company, the audit scope and the Auditees' experience with other accreditations.

### **9-12 months before the audit:**

- Download and review the required Audit Criteria and handbooks/guides.
- [Create an audit plan](#).
- [Select and train Internal Auditor\(s\)](#).
- It is highly recommended to take PRI Training course(s) such as [Nadcap Audit Preparation Course](#) on the commodity to be accredited and the [RCCA Nadcap Style course](#).

### **6-9 months before the audit:**

- Schedule the initial Nadcap audit in PRI EAN.
- Declare the ITAR/EAR status of the facility.
- Update the Subscriber list and either upload QMS certification or schedule an Aerospace Quality System (AQS) Nadcap audit.

### **3-6 Months before the audit:**

- Continue working on the action plan.
- Review the audit plan and follow up on corrective actions to ensure effectiveness.
- Review the revised procedures.
- Update training and qualifications records.

### **30-90 days before the audit:**

- Conduct a thorough self-audit and address all identified non-conformance(s) with adequate corrective actions. Instructions to convert the checklists from Word to Excel can be found in EAN under Resources / Documents / Public Documents / General Nadcap User Information / Audit Information.
- Nadcap reviews and updates its documentation very often, and the changes in these documents are applicable 90 days from the date they are issued, so it is recommended to check the status of all the Nadcap documentation 90 days before the audit.
- Review any applicable Auditor Advisories.

### **One month prior to the audit:**

- The Auditor should have made initial contact via email.
- Auditee submits required information into PRI EAN as detailed on the applicable Audit Criteria. If the required documentation is not uploaded into PRI EAN at least 30 days prior to the start of the Nadcap audit, it will result in a non-conformance. If scheduled with 30 days of the audit date (look in op)

### **A few days before the audit:**

- Review and confirm that all corrective actions taken have been implemented and the process now meets requirements for ALL internally identified non-conformance(s).
- Review any new applicable Auditor Advisories.
- Confirm personnel availability (vacations, part-time personnel, and more) and ensure hardware is available for job audits.
- Prepare a workspace for the Auditor with Internet access.

### **Audit Criteria (AC – formerly referred to as a checklist)**

The Audit Criteria (AC) are based on Industry Standards and Subscriber requirements. Subscribers and Suppliers participate on Task Groups to develop and revise these Audit Criteria. PRI Staff handles all administration aspects of the Audit Criteria balloting process, along with mediating and facilitating comment(s) resolution.

Key audit documents include:

- a) Core Audit Criteria, which contain the main requirements for each commodity (i.e. AC71XX)
- b) Technology Specific Audit Criteria: requirements that supplement core Audit Criteria and provide specific technical requirements. They are published as “slash sheets” (i.e., AC71XX/X).
- c) Subscriber Supplements: Audit Criteria that contain Subscriber specific requirements, when required by the applicable Task Group. They are published as “supplemental requirements” (i.e. AC71XX/ XS) but are not used by all Task Groups.
- d) Audit Handbook: guides and aids that provide interpretation and guidance and may be created and made available to Auditors and/or Auditees as needed.
- e) Audit Advisories: formal means of communicating audit failures; potential or confirmed product impact issues; lapsed, suspended, or withdrawn accreditations.

Audit Criteria may include requirements that are not part of the Auditee’s current process due to not being part of the requirements of the specific customer(s) for whom they perform work. However, these will need to be incorporated into the process as the Task Group has determined there are sufficient customer and industry requirements to make it a standard audit item. Audit Criteria include questions that require documented procedures and questions that require records. Audit Criteria questions may have guidance statements which identify when a question or a section is not applicable, or which identify what to look for to establish compliance.

## Documentation

It is recommended that the Auditee sets up its documentation to match the Audit Criteria flow. For initial accreditations, this might mean that many changes in internal documentation must be implemented. These documents should have sufficient details such as:

- All relevant steps defined
- Tolerance for all values
- Acceptance criteria for all checks
- Methods of measurement

Internal documentation must be in English (Nadcap official language) or bilingual, and in case of differences between English and another language version, the Auditee has to indicate which version prevails. A Nadcap audit does not have to be in English and can be conducted in another language, but it must be agreed upon prior to the audit with the Nadcap Auditor performing the audit.

Nadcap Auditees have to ensure that there is a process to maintain control of procedures, specifications and standards:

- Internal documentation (procedures, work instructions, forms etc.)
- International standards such as ASTM, ASM, or ISO etc.

## Subscriber Specifications

At least 30 days prior to the audit, all Nadcap Auditees need to submit the required information into PRI EAN. While no ITAR/EAR restricted information is to be submitted, Auditees may be required to submit the below depending on the Audit Criteria being audited:

- A full self-audit
- List of specifications used
- List or copy of procedures
- List of processes to be approved
- List of Approved Personnel

Auditees are required to carry out an effective self-audit to the relevant Audit Criteria. An effective self-audit will:

- a) Identify on the Audit Criteria the internal document number (procedure, instruction, form) and paragraph that meets the Audit Criteria requirement. By using this method, there is objective evidence of meeting the requirements rather than an assumption of compliance.
- b) Be carried out by somebody who is familiar with the process, but independent of the area being audited. This should ensure that the person understands the question and what is required for compliance. It should also ensure that the person looks for objective evidence to meet the requirements.



- c) As a part of the self-audit, a different number of job audits shall be performed, depending on the applicable Audit Criteria. A job audit is a step-by-step review of the process on actual hardware, evaluating how the customer requirements are met using a Nadcap Audit Criteria.
- d) Verify that the audit scope listed in EAN is complete and accurately reflects the processes and tests to be included in the actual audit and scope of accreditation. Any changes need to be discussed with the assigned Staff Engineer.

Job audits should be selected based on:

- Rotation of customers technologies, processes, specifications
- Non-conformance history
- Process variability/complexity
- Changes of personnel and equipment

All non-conformance(s) issued during the self-audit must be resolved prior to the actual Nadcap audit or the Auditee will receive a non-conformance during the Nadcap audit.

### **Quality Management System (QMS) Approval**

Auditees scheduling an initial Nadcap audit are required to upload a recognized Quality Management System (QMS) certification into PRI EAN that is valid through the last day of the scheduled Nadcap audit. If not, an AC7004 or AC7006 assessment audit shall be added to the special process audit unless the Task Group requires more than AC7004 or AC7006, then the Nadcap audit will not be scheduled at all.

Nadcap recognizes these QMS approvals:

- a) 9100 and 9110 Quality Management System approvals performed by approved Certification Body listed in the IAQG OASIS database (<https://iaqg.org/tools/oasis-v3/>). Some Product groups require 9100.
- b) ISO/IEC 17025 accreditation for testing laboratories (AC7101). This accreditation must include testing and come from an approved International Laboratory Accreditation Cooperation (ILAC) accreditation body.

For reaccreditation audits, where no existing recognized QMS approval exists, Auditees shall have two options:

- a) A minimum of 90 days prior to the audit start date schedule an assessment to AC7004 or AC7006, unless the relevant Task Group requires more than AC7004 or AC7006.
- b) Upload a valid QMS accreditation certificate into PRI EAN no later than 60 days following the end of the Nadcap audit.

Auditees failing to provide a valid QMS accreditation certificate to PRI within the above timeframes shall have the process audit automatically failed without further notice.

### **Competency (internal audit)**

Ensure personnel are competent in the requirements of the process and the changes in the procedures due to the deployment of these requirements. Training, if conducted, must be documented.

The training of personnel responsible for carrying out internal audits is particularly important. Internal Auditor(s) should clearly understand the requirements of the Audit Criteria and be familiar with the processes audited yet should be independent of the area being audited for objectivity.

### **Conducting Self-Audits**

Performing thorough, objective self-audits against each question in the Audit Criteria is a critical step in the Nadcap accreditation process. This can significantly reduce the number of non-conformance(s) issued by the Nadcap Auditor and the time required to achieve accreditation. The Internal Auditor reviews the Audit Criteria with the documentation at hand to clearly understand all the questions and then to work hand in hand with the appropriate personnel. Use a process expert from outside the company/facility if necessary.

All the questions on the Audit Criteria must be answered:

- a) **If the answer is YES:** include the applicable procedure number, revision, and paragraph addressing the requirement, and/or the identification and location of the applicable record.
- b) **If the answer is N/A:** an explanation why the question is not applicable must be given.
- c) **If the answer is NO:** either a non-conformance response (NCR) shall be issued, or corrections documented and actioned. The results should be reviewed with the Production Manager. A team should be assembled to address any issues. Personnel must be trained on updated documents if necessary. All issues must be closed prior to the actual Nadcap audit.

As part of the self-audit, Auditees have to carry out job audits based on the daily work. During a job audit, the required documents should be identified, and the traceability of the documents and works must be examined. The Internal Auditor should check that all the points of the procedure and traveler/shop order/process have been followed.

Benefits:

- Makes audit more efficient for auditor and auditee.
- Identifies issues prior to the audit, so it can be corrected and avoids NCRs.
- Adds a cohesiveness between auditor and auditee which instils confidence in the auditee. Forces confidence that the “yeses” have substantiated evidence.
- Familiarizes the team with the audit process so team is more comfortable being audited. Opportunity to have a dry run where the objective evidence is located (raises awareness).

- It gives the auditee the opportunity to combine evidence from multiple locations into one place.
- It brings people on the floor into the process to understand the requirements and how it relates to their work process (work instructions).
- Engages workers on the floor to better understand the industry requirements.
- Guides workers through the process and what to expect and what kind of order the audit will follow.
- Audit ready every day – better understanding of where your system is.
- Better customer scorecard.
- More successful in your own internal audit process.

### **Who Is Involved with the Audit?**

A Nadcap audit is not a QMS audit. A Nadcap audit is a technical audit focused on the specific commodity requirements. Most accreditations are for production processes, meaning that the Process Owners must be involved in the preparation and development of the audit. These Process Owners should understand what is required by the Audit Criteria. In addition, they should have an active role during the audit as they will be in charge of implementing any change required after the audit.

Ideally, Auditees' senior management personnel should be involved in the preparation of the audit as well as the decision-making process with regard to the costs and benefits of participating in the Nadcap program.

During a Nadcap audit, non-technical documents such as purchase orders, training records and/or contracts are reviewed. Impact on departments which are not directly involved with a Nadcap audit is taken into consideration.

### **How Does a Nadcap Audit Work?**

**The audit is structured with the same systematic approach all Auditors and Task Groups use for every audit.**

#### **Meeting Attendance**

Key stakeholders and Senior Management are encouraged to be present, especially at the opening and closing meetings as well as the daily closing sessions. It is important for management to understand the stages of the audit process and what the Auditor goes through.

#### **Opening Meeting**

Every Nadcap audit begins with a required opening meeting. Ensure all key stakeholders are in attendance. It is crucial for the Auditor to note who is responsible for which specific elements of the audit process to enable the Auditor to plan and organize the audit schedule to suit everyone's availability. The aim of the meeting is to discuss the audit scope in its entirety.

The scope of the audit will be reviewed with the Auditor by the Auditee and approved by the Auditee on EAN before the audit begins. It is critical to the Auditee that the audit scope accurately includes all processes and tests that the Auditee wants to have included on the scope of accreditation. Read through the entire list of options to avoid inadvertently missing an applicable process or test. Changes may be made to the audit scope at this time with concurrence from the Auditor and possibly the Staff Engineer; adding processes or tests to the audit scope may require more audit time and additional cost. A process or test that is not included in the scope of the audit at this time will not be on the scope of accreditation; this may lead to loss of business from Subscribers or require an Add Scope audit at the expense of the Auditee. Note that the Auditee must provide evidence to the Auditor that the Auditee has the capability to perform all processes and tests within the scope of the audit.

The Auditor will focus on specific areas including any previous non-conformance(s) requiring validation, and applicable Auditor Advisories, or non-conformance(s) that have been previously identified by the Task Group.

### **The Audit**

A Nadcap audit includes the elements below:

- Quality Management System and Scope Verification – The Auditor will verify that the Auditee has an acceptable Quality Management System certificate such as 9100 / 9110 / 9120 valid through the end of the audit. If these QMS certificates are not available, the Auditor will audit the Auditee to the Aerospace Quality System Audit Criteria AC7004 or AC7006.
- Special process and product specific requirements – also known as Audit Criteria (ACXXXX – also referred to as “checklists”). The Nadcap Auditor will verify if the Auditee’s processes, tests and systems meet the requirements to which the audit is being performed. The Auditor will also verify that the Auditee is compliant with applicable industry, customer and internal requirements.
- Compliance / Job Audits – The Auditor will observe the Auditee’s staff performing the special process and or tests in the scope of the audit

### **Daily Closing Session**

This is a briefing held each day including an overview of the status and the planned activities for the following day. If any nonconformance or potential nonconformance has been identified, the Auditor will clarify the reason(s) and the paragraph within the Audit Criteria. Additionally, if the Auditee has not been able to provide evidence of compliance to a specific paragraph, the Auditor will inform the Auditee of the need to provide supporting documentation to satisfy the requirement.

### **Final Review**

At the end of the audit the Auditor will lead a review of the audit and discuss the accreditation process, including clarification of any major and minor non-conformance(s). This debriefing meeting allows the Auditor and Auditee to fully understand any findings as well as the methods and tools which are available on PRI EAN to help complete the audit process successfully.

## How do I Respond to a Non-Conformance?

### Nonconformances

If the Auditor has witnessed any non-conformance, the Auditee should follow Nadcap Operating Procedure OP 1106 – Audit Report Processing. Within 21 calendar days of the audit results being posted to EAN, the Auditee is to submit responses to all non-conformances. If subsequent rounds of responses are required, the Auditee will have seven calendar days to respond to each round.

No time extensions shall be granted for response due dates. However, up to 30 cumulative late days are available to the Auditee, though caution is required as audits are processed per OP 1110 – Audit Failure and Risk Mitigation if the number of total late days exceed 30. Additionally, OP 1111 – Merit Program falls into consideration for Auditees who benefit from the Nadcap Merit program. Auditees on an 18-months merit scheme cannot be more than 14 cumulative late days while Auditees on the 24-months merit scheme cannot be more than seven cumulative days late. Exceeding these cumulative day requirements will likely impact an Auditee's Merit status.

The Auditee must perform root cause analysis and develop effective corrective action for each identified nonconformance. There are key questions Auditees need to answer in response to non-conformance(s), and answers need to be robust. If a procedure changed, the Auditee should clearly specify what the change was and show evidence to the Staff Engineer of the approved procedure (as applicable).

#### a) Immediate corrective action taken

What actions are taken following the issue being discovered during the audit? Was the problem prevented from continuing; has the problem been contained? Were there any other aspects, procedures, or hardware potentially affected by this non-conformance?

#### b) Root cause of non-conformance

Why did the error occur? Use our available Nadcap resources such as [Quality Tools](#) (i.e. 5 *Why's*, Fishbone) can help to understand what part of the quality system allowed the nonconformance to occur. It is not appropriate to assign blame to people; the gap in the system must be identified. Also consider why the error was not identified during the internal audit and/or self-audit.

#### c) Impact of all identified causes

What impact did the non-conformance have? Were parts or the integrity of the process affected? Does the customer need to be notified of applicable non-conformance(s) and is there

any additional investigation or corrective action required? Have any parts been shipped to the customer? Did you address the impact of the root cause and contributing causes? If there is potential impact on parts, the customer must determine the actual impact.

**d) Action taken to prevent recurrence**

What is the long-term action to prevent recurrence? The answer cannot be the same as the immediate corrective action. What will be done to correct the quality system to ensure the breakdown or gap is addressed. Ensure all procedure changes have appropriate training with a record. This should be based on the effectiveness, feasibility, and suitability to the company. The actions to prevent recurrence must address the identified root cause(s).

**e) Objective evidence provided**

Provide objective evidence that the proposed preventive actions have been enacted, complete with evidence of training. Examples of evidence may include updated procedures, photographs, training records, calibration certificates, data logs, test results, sign-off and communication of approved changes within the business, validation of new equipment, and maintenance schedules.

**Effectivity date**

Identify when all the actions to correct the non-conformance(s) will be fully implemented.

**Nonconformance (NCR) Responses**

When responding to an NCR, EAN has incorporated a Save Progress feature, allowing Auditees to preview, edit and add information to their non-conformance responses prior to posting responses for staff review. This provides a convenient method of responding and stops the need to rewrite responses in a separate file, accidentally deleting an entire response, or posting into the wrong nonconformance.

The enhancement breaks down the initial NCR response into six sections, where all parts are required for completion prior to submitting. This will reduce the number of cycles for Auditees, for providing incomplete information.

A tutorial is available in [EAN](#): Resources / Documents / Public Documents / eAuditNet / Users Guides / Tutorials / Auditee/Supplier Guides / Save In-Progress NCR Responses Tutorial.

**Auditor feedback**

The auditee must enter Auditor feedback prior to submitting NCR responses. If there are zero NCRs, then the auditee has three business days to submit their feedback into EAN. The evaluation of Auditors is crucial to ensure that consistency is monitored and maintained within the Nadcap program. It is also important in establishing if the Auditor has the technical expertise in the subject matter and is confident in communicating at all levels. Failure to complete the feedback will not allow the audit review to

proceed to the next phase and may ultimately result in audit failure.

### **Audit feedback**

The purpose of Audit feedback is to provide information regarding how the Auditee perceived the audit process. This should encompass audit scheduling, and if changes were requested, how effectively those changes were handled. The following questions should be answered, as well. How clear were the responses from the reviewing Staff Engineer? Does EAN provide the support and information needed to help the Auditee pass an audit successfully? Is the communication effective? How useful was the self-audit process in helping the Auditee to prepare for the audit?

All comments and feedback help to develop the program if changes are introduced.

### **Appeals process**

If an Auditee disagrees with a decision made by the Task Group, Nadcap Operating Procedure OP 1113 details the stages of appealing the decision.

## **What Actions are Taken After an Audit is Completed?**

### **a) Review Lessons Learned**

The Auditee should review the recent audit with appropriate stakeholders and discuss the results of the audit and whether there are areas of improvement that could be addressed. This could be related to, but is not limited to, inadequate training, limitation of equipment or process, and documentation control. Carry out a thorough review of all impacted processes and procedures.

### **b) Internal actions conducted**

Carry out a thorough review of all impacted processes and procedures. This should include any training enhancements to eradicate gaps in working knowledge of the Audit Criteria questions for assurance and clarity of compliance in meeting the desired criteria.

### **c) Explain changes within the business**

Communicate changes to applicable personnel using an appropriate method such as staff briefings, presentations and focus groups, including a detailed reason for any change, and how they are going to be incorporated within the business.

### **d) Review changes for effectiveness and sustainability**

Upon audit completion and accreditation, any nonconformances need to have a scheduled review to ensure the changes have been successfully implemented and have the planned effect. This should be part of the internal audit system and self-audit processes for subsequent audits. It is imperative that there are no reoccurrences of previous non-conformances during the next Nadcap audit,

otherwise this will result in two major findings, one for a repeated issue and another one for a failure of the Corrective Action process.

**e) Plan the next audit**

After completion of the audit, EAN will set a placeholder showing the target quarter for the next planned audit. Approximately three - six months prior to the target quarter, the placeholder will be converted into actual audit dates. The Auditee may request changes to the schedule by contacting PRI scheduling. However, changes made within 120 days of the start date will incur a fee, as defined in the Auditee Agreement. The Auditee has seven days from the notification email with the next audit dates to request a change to those original dates for free.

**f) Risk Mitigation Process**

The purpose of the Risk Mitigation process is to provide the opportunity for:

- 1) The Auditee to document corrective actions for non-conformance(s) (NCRs).
- 2) Corrective action responses to undergo a formal review and approval process.
- 3) Subscribers to have visibility of the Auditee's corrective action responses and ability to provide input into their acceptability.
- 4) Visibility of corrective action responses to the next Auditor to allow effective verification of implementation.

**g) How to Promote Your Nadcap Accreditation**

Nadcap suppliers have requested assistance in promoting their hard-earned Nadcap accreditations; the presentation, How to Promote Your Nadcap Accreditation was created in response to these requests.

Benefits of promoting your Nadcap accreditation include:

- 1) Demonstrating your company's commitment to quality.
- 2) Raising the profile of your company within the aviation industry.
- 3) Generating opportunities for new business.
- 4) Highlighting the value of Nadcap participation to management and other internal customers.

Click [here](#) to access the presentation.



## What do I do if I think a Subscriber has conducted a Redundant Audit?

Nadcap was set up to be a central auditing function to help standardize the industry and how it is audited, and Nadcap Subscribers agreed they would not conduct audits that were redundant to the Nadcap audit criteria. This does not, however, preclude subscribers from conducting any audits.

If a Supplier thinks that a Subscriber is conducting/has conducted an audit that is redundant to the Nadcap audit criteria, the Supplier needs to refer to the definition of what a redundant audit is and is not. If the Supplier determines that the audit is a redundant audit, the Supplier may report the suspected redundant audit so the applicable Task Group can investigate the occurrence. The Task Group will report back to the supplier on the results of the investigation.

A Supplier can access the Redundant Audit Feedback Form, which contains the definition of a redundant audit and describes the reporting process steps, from either of these locations:

[EAN](#): Documents / Public Documents /Supplier / SSC Documents

PRI Website: [Nadcap/Structure](#) (in the SSC section of this page)

## What is PRI<sup>SM</sup> Training?

[PRI Training](#) offers professional development programs and managed learning resources to improve the quality of personnel, products and processes through public, virtual and onsite courses and memberships. Custom learning solutions, including onsite learning and hosted learning, are also available. [Contact PRI Training staff for more information.](#)

PRI Training offers courses during each Nadcap meeting, at a reduced registration rate., for the benefit of the aerospace industry special processors *Registration details are available on the [PRI Training website.](#)*

*The Agenda-at-a-Glance will also include PRI Training course offerings for each Nadcap meeting.*

To remain up to date on all PRI Training news and opportunities please follow PRI Training's LinkedIn account.

### **PRI Training Delivery Methods:**

Public Session: recommended for companies with a small number of individuals who require training. Training is conducted by subject matter experts who come to the classroom with content expertise, industry experience, and on-the-job know-how. This also affords attendees the opportunity to network

with peers from key industry players from around the world.

**Onsite Training:** recommended for companies with multiple individuals who require training. Customized training is scheduled with a PRI Training Instructor to conduct one or more of the courses detailed in the PRI Training catalogue (available on the [PRI Training website](#) under “Custom Learning”) at a company’s facility or facilities. It is a truly flexible option that allows the opportunity to:

- a) Schedule courses at your convenience.
- b) Reduce costs by saving money on travel expenses and reducing time out of the office.
- c) Customize the course content to ensure programs are job-related and that new skills are immediately usable.

**Hosted Training:** recommended for companies with a small number of individuals who require training when a public session is not convenient. Companies are offered the option of hosting the training session at their company facility with enrolment open to other organizations. PRI Training markets and manages outside registrations and coordination of all details. As a benefit, the host company receives a limited number of free enrolments and reduced training fees.

**Virtual and Webinar Training:** recommended for companies who wish to provide training while limiting time out of the office. Delivered using interactive web technology, these live training sessions can be viewed from your desk. Convenient, PRI Training webinars save you the expense of travel and time away from the workplace by delivering training online. Companies also have the option of private virtual sessions.

## **What are Nadcap Supplier Symposia?**

PRI and Nadcap Subscribers invest in Suppliers’ success by sponsoring technical seminars presented at no charge to you, worldwide. These are day-long tutorials focused on specific processes.

Symposia vary throughout the world, so check the PRI Website or follow us on LinkedIn for the most current information.

It’s PRI’s intent for Suppliers to understand Nadcap as something much greater and more valuable than the “stressful” audit experiences. By understanding why Nadcap certification processes are in place, participants tend to better support those processes and requirements, and realize value in conformance and effectiveness.

There are several advantages to participating in a Nadcap Supplier technical symposium, such as:

- a) Imparts intense and focused technical data about a special process which can be shared immediately with team members.
- b) Simplifies real organizational change and improvement by exposing teams to new concepts and technical ideas.
- c) Provides interactive format, as each attendee is encouraged to bring their questions and concerns to talk about.

Supplier technical symposia are usually organized to have at least one representative speak from each of the three core Nadcap groups, presenting valuable information:

- a) A peer Supplier is invited to make a short presentation and openly present and discuss their experience in achieving, maintaining, and improving their Nadcap accreditation. This fellow Supplier is someone with whom you can talk openly about the certification experience and Nadcap audits in general.
- b) A Subscriber who may be a customer.
- c) A Subscriber representative who might be a voting member on the Nadcap Task Group. Subscriber representatives are intimately informed about their own OEM requirements.

Technical presentations at Nadcap symposia generally include recommendations for audit preparation, a review of the top non-conformances, conducting the onsite audit, and NCR response guidelines.

Attending [Supplier technical symposia](#) is easy and the information is widely available. Open invitations to all Supplier symposia are emailed to your organization's PRI contacts, from PRI. All symposia are presented in English, and you're encouraged to attend, anywhere, worldwide.

Please do not hesitate to contact PRI staff at [Nadcapsymposia@p-r-i.org](mailto:Nadcapsymposia@p-r-i.org) You can also find information on the PRI website under Nadcap – Nadcap Symposia.

## What is an Attendees Guide?

The Nadcap Meeting Attendees' Guide is a written reference of the global Nadcap structural overview, and the individuals and companies involved in the program. It is distributed at each Nadcap meeting, and it is also available on EAN under Resources / Documents / Meeting Information [*Meeting Agendas, Minutes, and Information*].

The Attendees' Guide, or "Blue Book" as the Nadcap community calls it, provides practical informational benefits to all companies involved with Nadcap:

- a) Provides direct contact information for PRI Staff Engineer(s)
- b) Provides direct contact information for all PRI Nadcap staff
- c) Provides information on Supplier TG voting members, Supplier NMC voting members and Supplier Support Committee members.
- d) Provides information on Subscriber representatives to the TG and

NMC. Mostly, the Guide is a simple alphabetic listing of each of the Task Group rosters.

Nadcap groups are identified in the Attendees' Guide. The most relevant for Nadcap Auditees are:

- a) The Task Groups
- b) The Supplier Support Committee
- c) PRI Nadcap administrative staff, including Nadcap PRI Staff Engineer(s)\*

The first page of each Task Group roster begins with the detailed PRI Staff Engineer and contact information – other Task Group members are listed without contact information.

In addition to the Nadcap PRI Staff Engineer contacts heading each Task Group roster, there is a detailed directory of PRI staff contacts at the end of the Guide.

PRI contacts identified in the Attendees' Guide are the Auditees' immediate points of contact for most of the Nadcap certification questions. We encourage each Auditee to introduce themselves and their company to each of their PRI staff members during the meeting week.

It is significant to repeat that all PRI Staff Engineers' contact information is listed at least twice in the Attendees' Guide. Nadcap Staff Engineers are the direct-contact authorities and a helpful resource with regard to special processes, tasks, or commodities.

Task Group memberships are also listed. This information benefits the entire aerospace industry. Task Groups represent the core Nadcap Supplier association and authority. The SSC membership of fellow Suppliers, as well as the Subscriber members, are listed on each Task Group roster throughout the

Guide.

Within the normal course of Nadcap business, Auditees will work with a variety of PRI administrative staff members, some much more often than others. It is PRI's most sincere wish that Auditees are continually aware that each PRI staff member is pleasantly and eagerly service driven. Managing literally thousands of audits per year, the PRI staff is profoundly patient and experienced with helping Auditees navigate audit preparation, audits, and ongoing certification. The PRI staff is an incredible resource for all Auditees. PRI is eager for you to introduce yourself and your company to each of the attending PRI staff members during the Nadcap meeting week and learn more about how they can serve you.

Your Supplier Support Committee membership among your fellow Task Group Suppliers is your closest Nadcap association and most dedicated advocate. The Attendees' Guide identifies who and how Supplier's interests are represented with Nadcap voting authority on each Task Group, and on the overriding Nadcap Management Council (NMC).

## **What is the Benefit of a Nadcap Meeting?**

Attending these meetings can have great benefits for all Nadcap Auditees, as they offer an opportunity to meet others in the industry, as well as get to know the key contacts from PRI and the various Subscribers that could assist Auditees when they have concerns or questions about the process.

It gives the opportunity to become involved with the various Nadcap teams and to help mold the direction and improvements that Nadcap is pursuing by providing input and expertise.

In addition, Auditees can become voting members of the Task Group(s) they are accredited by or become Task Group representatives to the NMC and have a voice in how the NMC is running the program.

There are several activities and events that occur during the Nadcap meetings in which Auditees are encouraged to participate. These include the individual Task Group meetings, various events sponsored by the Supplier Support Committee (SSC), training sessions provided by the PRI Training department and the general session of the Nadcap Management Council (NMC).

## **Agenda-at-a-Glance**

Prior to each meeting, PRI creates a high-level agenda with all the key meeting and session times that Auditees can use to plan their week. The agenda also indicates whether the meeting is 'open' to all Nadcap participants to attend, or 'closed', which means only certain participants are allowed to attend due to the sensitive nature of the topics, with the limitations listed on the agenda.

## Task Group Meetings

- 1) Each Task Group is responsible for developing the Audit Criteria (AC) related to the technologies they oversee and offer an opportunity for Auditees to have technical questions answered by process experts from PRI and the applicable Subscribers.
- 2) Within these meetings, Auditees are able to bring their knowledge and understanding of the processes to the team and can aid in creating or modifying Audit Criteria questions that are appropriate to the requirements.
- 3) Certain meetings will be listed as ‘closed’, which allow the Subscribers to discuss accreditation issues that would contain sensitive or proprietary information.

## SSC Events

- 1) During the week, the SSC sponsors a line-up of activities focused on helping Auditees understand how to navigate the Nadcap process, which typically includes:
  - a. Supplier Tutorials, where Auditees can learn about the SSC and how it fits within the structure of Nadcap, the accreditation steps each audit goes through, and some key points about how to prepare for audits and how to respond to NCRs. The tutorial is also available on [PRI EAN](#) under Resources / Documents / Public Documents / Supplier / SSC Meeting Presentations.
  - b. A presentation by a fellow Supplier about what they have found to be ‘Keys to a Successful Audit’. This gives Auditees an opportunity to see what other Suppliers have done in the past that has helped them to successfully become accredited.
  - c. Other presentations include tutorials about the EAN website, how to become a Supplier voting member, and others.
- 2) Occasionally, the SSC sponsors events on various topics that are important to the Auditees, such as updates by a Subscriber about their specific focus on the Nadcap process.
- 3) The SSC holds its General Meeting, usually on Tuesday evenings, to give all Auditees the opportunity to hear from the SSC about the projects on which the SSC is working to assist the Auditees with the Nadcap process, as well as to give feedback to the SSC about what projects on which Auditees would like the SSC to work or feed back to the NMC. Other topics during the meeting may include:
  - a. Discussions with the NMC Chair on the NMC focus for Nadcap.

- b. Presentations on key topics by various stakeholders.
- c. Brainstorming sessions to get Auditees' feedback on topics to identify areas of improvement on which the SSC can work.

### **NMC Meetings**

During each Nadcap meeting, the NMC holds an open meeting for all participants to hear about activities on which the NMC and various Task Groups are working which may include:

- a. A report on the status of the Nadcap program.
- b. An address by the Chair of the NMC about activities on which the NMC is working.
- c. Reports by the various NMC committees about their individual projects.
- d. Reports by the Chairs of the various Task Groups about what their Task Group is working on during this meeting.
- e. A report by the Chair of the SSC detailing the projects and activities on which the SSC is working

In addition, the NMC conducts several other meetings that may only be attended by NMC voting members or, in some cases, only NMC Subscriber voting members.

- a. Continuous Improvement Committee (NMC Voting Members)  
This team meets to plan, review, and discuss improvement activities on which the NMC is working.
- b. Ethics & Appeals Committee (NMC Subscriber Members)  
This team meets to review any pending appeals that have been raised to the NMC.
- c. Globalization & Strategy Committee (NMC Voting Members)  
This team meets to plan, review, and discuss key activities on which the NMC is working to add value to stakeholders.
- d. Standardization Committee (NMC Voting Members)  
This team meets to plan, review and discuss standardization activities to improve consistency and efficiency.
- e. Oversight Committee (NMC Subscriber Members)  
This team meets to plan, review, and discuss compliance oversight activities of the Nadcap program.
- f. Subscriber Accreditation  
This committee shall monitor and oversee the Subscriber Accreditation Options A and B. Only

Subscriber Voting Members may participate.

- g. Planning & Operations (NMC Voting Members, Task Group Chairs/Vice Chairs & Staff Engineers) This meeting is intended to provide a forum for Task Group Chairpersons, Staff Engineers, PRI Management and NMC Voting Members to improve communication between the NMC and Task Groups, as well as identify issues for the purpose of improving the effectiveness and efficiency of the Nadcap process.