



QUALITY MANUAL

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REVISION RECORD

QUALITY MANUAL ISO-9000:2000 / AS-9100 / QS-9000

<u>REVISION</u>	<u>DATE</u>	<u>AFFECTED PAGES</u>	<u>APPROVAL</u>
ORIG.	07/10/2004	ALL	Management
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1.0 Introduction

- a. This manual outlines the policies of USAeroteam relating to its Quality Management System (QMS) covering ISO-9000:2000/AS9100 requirements.
- b. This manual, issued and controlled by USAeroteam will become the source for guiding, implementing, maintaining and continually improving the QMS throughout the company.

1.1 Scope

The Quality Management System described in this manual applies to all departments engaged in manufacturing of Aerospace components including ground support equipments and automotive parts. USAeroteam has no design and development function (7.3) or Service Function (7.5).

1.2 Purpose

- a. The primary purpose of this Quality Manual is to describe and document the Quality Program for managing the processes necessary to achieve planned results and continual improvements, including outsourced processes.
- b. This manual is the central source of general policies, procedures, and responsibilities that in turn authorize and govern creation of subsidiary quality related documentation and activities.
- c. This manual provides comprehensive evidence to all customers, suppliers, and team members that USAeroteam is committed to establishing and maintaining acceptable levels of measurable Quality in its products and services.
- d. The requirements and procedures addressed in the Quality manual are intended to meet the requirements of ISO-9000, QS-9000, AS-9100, and Customer QA specifications.

1.3 Authority

This manual is issued under the authority of the CEO/President of USAeroteam.

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1.4 Issue of the Manual

- a. The Quality Engineer will control and possess the Master copy of the manual. USAeroteam's Quality Director is responsible for issuing amendments to the manual and the maintenance of the master copy of the manual. A copy of the quality manual with its latest revision level and related documentation will be available for access by all team members, customers and regulatory authorities. Revisions made to the Quality Manual are lettered A, B, C etc. consecutively, on the printed copies.
- b. It is the responsibility of the holder of the hard copy to match its revision level to the latest Revision and destroy the obsolete pages before use.

1.5 Change Control of the Quality Manual

USAeroteam's Quality Director is solely responsible for all changes and amendments to the Quality Manual. Controlled manuals will be updated and revised as required. Revisions are lettered consecutively (A, B, C etc...).

1.6 Review

The Quality Manual and The Quality System will be reviewed and audited annually respectively, to affirm that the current practices conform to the policies set out in the manual.

1.7 Control of Documents

QMS documents consist of the Quality Manual, the Standard Operating procedures and the Quality records that are controlled, written appropriately and suitably placed. The procedures are suitably identified, legible and readily retrievable.

Documents will be reviewed and approved for their adequacy and updated and re-approved as necessary. Documents of external origin, which comprise part of our quality system, are also to be identified and controlled. Obsolete documents will be so identified. The Quality director will be responsible for any changes in internal documents and will coordinate with customers and regulatory authorities according to the contract or regulatory requirements. There is a procedure for Document Control.

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1.8 Control of records

Records will be established and maintained to provide evidence of conformity to requirements and effective operation of quality management system. They will be legible, identifiable and retrievable and retained for, suitable time length. There are procedures for records and supplier records.

1.9 A configuration management process will be established appropriate to the product.

1.10 Definitions

Acceptance Criteria Defined limits placed on characteristics, materials, products or services.

Audit A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.

Calibration Comparison and adjustment to a standard of known accuracy.

Conformance Compliance with specified requirements.

Concession Written authority to use or release a quantity of material, component or store already produced, but which do not conform to the specified requirements.

Control To exercise authority over and regulate.

Control Feature A documented activity to ensure conformance with specific requirements of applicable specifications.

Corrective Action Measures taken to rectify conditions adverse to quality and to minimize recurrence.

Customer Any subsequent user of a product or service internal, external or final user.

Defect Blemish, fault or imperfection that does not comply with a required specification.

Documentation Recorded information.



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<u>Failure</u>	Any condition which prevents the product or service from performing its specified function.
<u>Finding</u>	Objective evidence that a control feature of the approved quality program was not implemented.
<u>Grade</u>	An indicator of category or rank related to features or characteristics that cover different sets of needs for products or services intended for the same functional use.
<u>Inspection</u>	Activities such as measuring, examining, testing, gauging one or more characteristics of a product or service and comparing these with specified requirements to determine conformity.
<u>Job Work Instructions</u>	A document that provides detailed "how to" instructions to accomplish a task.
<u>Quality System Review</u>	A formal evaluation by top management of the status and adequacy of the quality system in relation to quality policy and new objectives resulting from changing circumstances.
<u>Non-conformity</u>	The non-fulfillment of specified requirements.
<u>Objective Evidence</u>	Facts, which are observed and documented.
<u>Observation</u>	Evidence that a surveyable / audible element exists which is not contrary to documented requirements, but may warrant further qualification or improvement.
<u>Part</u>	Individual pieces used independently or in the assembly of single equipment units.
<u>Quality</u>	Conformance to specified requirements.
<u>Quality Assurance</u>	All those planned and systematic actions necessary to provide adequate confidence that a product or service will satisfy given requirements for quality.
<u>Quality Control</u>	The operational techniques and activities that are used to fulfill requirements for quality.



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Quality System

The organizational structure, responsibilities, procedures, processes and resources for implementing Total Quality Management.

Servicing

Supplier activities at the interface with a customer and the results of all supplier activities to meet the customer needs.

Standard Operating Procedure (SOP)

A document that specifies or describes how an activity is to be performed. It may include methods to be used, equipment to be used and sequence of operations.

Subcontractor / Supplier / Vendor

Any individual or organization who furnishes materials, products or services.

Specification

The document that prescribes the requirements with which the product or service has to conform.

Special or Key Characteristics

A product characteristic for which reasonably anticipated variation is likely to significantly affect the products safety and/or government regulations, and/or customer satisfaction. Such characteristics include fit/function, mounting or appearance, or the ability to process, build, or use the product.

Traceability

The ability to trace the history, application or location of an item or activity, or similar items or activities, by means of recorded identification.

Verify

To determine conformance to specified requirements.

Work Instruction

Guided instructions to carry out true nature of work to meet the objectives and planned results.



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2.0 Company Quality Policy

- a. It is the policy of USAeroteam that all products and services shall conform to the requirements specified. Each team member is responsible for his or her input to the procurement, production, support, delivery, service and management provided.
- b. USAeroteam is committed to continually improve all products and services utilizing management reviews, furnishing a system of team member empowerment through involvement, motivation, and training and ensuring the availability of necessary resources.

In order to deploy the above policy the following objectives and measurements will be pursued:

- On time Quality: Provide quality products and services on time in a superior way. Minimum scrap.
 - Timely and Effective Communication: Keep open communication with in the organization and with the customers in order to meet the customer and government regulatory requirements.
 - Technically innovative: Qualified personnel, training, deployment of appropriate tooling.
 - Competetive pricing and value: Bench marking, improved technology, and value added resource utilization.
 - High Ethical Standard: Warranty, satisfied customers and vendors, trusted team members.
- c. The USAeroteam Quality Policy Statement contained herein, defines our commitment to operate our facility under a controlled quality management system. The objectives will be reviewed by senior management from time to time and communicated to appropriate organization levels to obtain the required results.

President _____ Date _____

CFO / Finance Controller _____ Date _____

VP Operations _____ Date _____

Director Quality _____ Date _____

VP Sales & Mktg. _____ Date _____



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2.1 Customer Satisfaction

Management of the company is committed to ensure that Customer requirements are met to the highest level of satisfaction. An analysis will be carried out periodically by the senior management and used as an indicator in order to enhance customer satisfaction. Continuous improvement projects will be used to maintain and enhance the performance within our organization.



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3.0 Organization

President / CEO

- Strategy
- Planning
- Budgeting
- Reviews
- Corrective Action

Sales / Marketing

- Planning
- Qualification
- Customer Service
- Sales
- Order Entry
- Contract Review
- Purchaser Supplied Material
- Corrective Action

Human Resources

- Personnel
- Education and Training
- Career Development
- Safety
- Security

Finance

- Contract Administration
- Cost of Quality Records
- Accounting
- Mgt. Info. Systems
- Documentation Center
- Revenue Realization
- Payment
- Financial Reporting

Manufacturing

- Manufacturing
- Manufacturing Engineering
- Training
- Corrective Action

- Traceability
- Non-conformance

- Special Processes
- Assembly
- Testing

Material

- Procurement
- Production Control
- Material Control
- Supplier Evaluation
- Receiving
- Supplier Performance
- Non-conformances
- Traceability
- Shipping

Engineering

- Planning
- Specifications
- Product Plans
- Engineering Records
- Non-conformance Evaluation
- Corrective Action
- Bills of Material
- Configuration Control
- Test Specification
- Performance Testing
- Test Reporting
- Technical Data

Quality

- Quality Manager
- Planning
- Procedure Manual
- Quality Records
- Inspections
- Supplier Evaluation
- Supplier Performance
- Supplier Approval
- Corrective Action
- Stamp Controls
- Calibration
- Non-conformance
- Quality Forms
- NDE
- Traceability
- Handling
- Audits
- Shipping
- Training



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4.0 Management Responsibility

4.1 Company Policy and Objectives

The corporate quality policy and objectives have been defined in the Quality Policy section. The objectives, which are consistent with our quality policy, will be used as yardsticks in a measurable manner to achieve the goals.

4.2 Responsibility and Authority

- a. Management has provided an organizational structure to foster interrelationships among the team members. The appropriate level of organizational freedom and authority has been provided to all team members with emphasis on identifying and preventing any non-conformance, initiating, recommending or providing solutions, verification of needs and implementing solutions, controlling further processing until an identified deficiency has been corrected.
- b. Team leaders are responsible for ensuring that their staff is conversant with the company's quality policy and its quality system.
- c. The Quality director in conjunction with the Management Representative is responsible for the coordination of the management review activity. In addition, he or his assignee will represent the customer in internal functions as required. That will include quality objectives, training, corrective and preventive actions, product design and development, audits and continuous improvement.
- d. The Quality Director has the authority and responsibility to identify non-conformances and require actions to prevent recurrence. This authority includes halting the shipments or work in progress until non-conformances are resolved. An appropriate level of communication with the customer will be maintained wherever necessary in these situations.
- e. The CEO/ President of USAeroteam has assigned a Management Representative (MR). He/ or she is responsible for establishing and maintaining the QMS throughout the company. The MR will report the performance of the QMS to top management for its review ensuring that awareness of customer requirements are promoted. He will be responsible for implementing the recommendations of the company management including the organizational freedom needed to resolve the matters pertaining to quality.



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4.3 Business Plan

- a. USAeroteam uses a formal documented business plan. This plan includes, where applicable, market related issues, financial planning and cost, growth projections, plant/facility plans and cost objectives. USAeroteam uses a formal documented, comprehensive business plan which may include human resource development, R & D plans, projected sales figures, quality objectives, customer satisfaction plans, key internal quality and operational performance measurables, and health, safety, and environmental issues. The business plan includes short-term goals (1-2 years) and long-term goals (3 years or more). The goals and plans are based on analysis of competitive products and benchmarking inside and outside of the industry. Methods to determine current and future customer expectations are in place. An objective process is used to collect Information. Keep the frequency and methods of collection.

4.4 Quality Management System planning

The Quality management system operated by the USAeroteam is to ensure that all products and services conform to specified requirements. This is achieved by

- a. Identifying the processes and their application through out the organization. and determining the sequence and interaction of these processes. See Attachment A
- b. Determining the criteria and methods needed to ensure that both the Operation and control of these processes are effective.
- c. Ensuring the availability of resources and information to support the operation and monitoring of these processes.
- d. Monitoring, measuring and analyzing these processes.
- e. Implementing actions necessary to achieve planned results and continual improvements of these processes.
- f. Ensuring the control over outsourced product and processes utilizing Supplier survey and providing pertinent product information.

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The company will operate a quality system based on policies and procedures which are documented.

The Quality system is structured into three levels:

- a. Level one is documented in the form of the Quality manual and contains the company policies and responsibilities in order to achieve planned results and continual improvements of all processes, internal and out-sourced.

- b. Level two contains the Standard Operating Procedures (SOP) and refer to the quality system requirements. SOPs will detail out comprehensive approach of the functional areas in order to achieve the objectives laid down in our quality manual and to ensure that the communication process is maintained as per QMS requirements. SOPs can be amended, subject to review by the departmental head and approval by the quality director. See Attachment B.

- c. Level three is the function specific support documentation and forms, which will be utilized to get the planned results. Quality records and work instructions will be a part of it.

USAeroteam's Quality manual, Standard Operating Procedures and work instructions are accessible to all personnel who are responsible for ensuring the quality of product and services to the customer.

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5.0 Management Review

- a. The Quality System shall be reviewed annually by the Management to ensure its continuous suitability, adequacy and effectiveness.
- b. The review shall address as a minimum the following:
 - 1. Communication takes place within the organization regarding the effectiveness of Quality Management System.
 - 2. A review of the Quality Manual and Standard Operating Procedures to confirm that they meet the system requirements.
 - 3. The identification of weaknesses and deficiencies in the Quality System, including those identified as a result of internal and external quality audits and consideration of possible improvements.
 - 4. Waste, loss and customer complaints incurred throughout the year to identify possible savings and reconsideration of existing working practices.
 - 5. Results of audits and Preventive and corrective actions and follow-ups from previous management reviews.
 - 6. Process performance and product conformity.
 - 7. Changes that can affect the QMS and recommendations for improvements.
 - 8. Output of the review in the form of action related to improving the effectiveness of the QMS and its process, product improvements related to customer requirements and resource needs.

5.1 Continual Improvement

- a. USAeroteam will strive to continuously improve in quality, service and price as well as develop improvement methods, which will benefit our customer and the company.
- b. Quality improvement projects will be utilized for continuous improvements in the processes which have demonstrated instability and unacceptability in performance.

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- c. USAeroteam will use audit results, data analysis and corrective and preventive action for the purpose of continuous improvements in our Quality System.
- d. Our quality policy and Objectives will remain the source of continuous improvement. The company will make improvement activities using them as a guideline.

6.0 Resource Management

- a. USAeroteam will maintain adequate resources to implement and maintain the Quality management system and continually improve its effectiveness in order to meet customer requirements and enhance customer satisfaction.
- b. USAeroteam will assign personnel to work affecting product quality on the basis of competency, appropriate education skills and experience. Training will be provided as needed.
- c. An adequate infrastructure has been created within USAeroteam, which includes building, associated facilities, process equipment and supporting services such as transportation and communication.
- d. An adequate work environment is provided to achieve product conformity.

7.0 Product Realization

USAeroteam utilizes multidisciplinary team to develop the process for the product realization.

- a. Customer orders will be reviewed to ensure that the requirements are adequately defined and documented to identify the process requirements in order to meet the quality objectives.
- b. All needed documentation, records requirements, verification, validation, inspection and test activities requirements will be established to meet the quality objectives.

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- b. Feedback on product performance will be relayed to processing, manufacturing and quality teams and will be used as the basis for process improvements. Necessary changes will be carried out in the areas of product verification, validation monitoring, inspection and test activities to meet the acceptance criteria. Records will be maintained in order to establish the evidence of conformity to the customer requirements.
- c. Contract requirements will be thoroughly understood, evaluated and then confirmed before their acceptance. They will include delivery and post delivery activities, statutory and regulatory requirements related to product and any other requirements related to product not stated by the customer or determined by the organization. Any amendments will be recorded. A proper level of communication will be maintained with the customer.

7.1 Requirements Review

A team will review the all the requirements prior to finalization and commitment of supply the product to customer to ensure that

- a. Product requirements are defined.
- b. All issues relating to requirements are resolved and that USAeroteam has ability to meet those requirements.

8.00 Design Control

Design control is not applicable to the services provided by USAeroteam as defined by AS9100. Design Control for engineering services, if required will be implemented to the extent required by the customer's purchase order or contract requirements.

Design documentation and records, which provide evidence that design verification processes were performed, are typically collected, stored and maintained for a period of seven years. These design documents need to be legible. They are retrievable by Project Name or by Employee name.



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9.0 Purchasing

USAeroteam will ensure that purchased product conforms to specified requirements. The company will exercise appropriate control to achieve the required results.

9.1 Purchasing Process

- a. All purchased materials and services required for the manufacture of products will be the subject of written purchase orders, which will clearly describe all requirements.
- b. In line with the Company's policy of using only materials, which meet the required quality, all materials used in manufacture will be purchased to the Customer and Company's specifications.
- c. All purchasing documents will be reviewed and approved by a quality representative prior to release to make sure adequate controls are applied dependent upon the effect on product realization or the final product.
- d. Wherever possible, the Company will procure materials or services from suppliers listed on the Approved Supplier List.
- e. Supplier evaluation will be conducted in accordance with the Company's procedure for the selection of suppliers. Records of such evaluation will be maintained. Quality will maintain a list of approved suppliers based on the supplier's evaluation.
- f. The results of the evaluation and the subsequent level of supplier performance will be used to determine the extent of receiving inspection and control necessary before acceptance of the material by the Company.
- g. The Company's right to verify materials at source are specified in its conditions of purchase. Source verification requirements will be identified at the contract review stage.
- h. When delegation of product verification to a subcontractor is required, USAeroteam will define the requirements for delegation.
- i. USAeroteam will flow down quality system requirements to subcontractors to the extent necessary to ensure that characteristics not verifiable upon receipt are adequately controlled by the subcontractor. Key and special

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characteristics requirements will be flowed down if they are part of the subcontracted process, if required.

- j. Where required, USAeroteam will use a customer-approved supplier.
- k. When specified by contract, USAeroteam will afford the customer the right to verify subcontracted product at the subcontractor's premises and at USAeroteam's premises.
- l. Outsourcing of any process that could affect product conformity with requirements will be controlled through receiving inspection and process monitoring to the extent required by complexity or criticality.

9.2 Purchasing Information

- a. Purchasing information will include the description of the product to be purchased and requirements of approval of product.
- b. All relevant technical data including test, inspection requirements and instruction for acceptance will be maintained in order to meet the purchasing requirements. Inspection and auditing will be carried out to ensure the adequacy of material purchased.
- c. The Supplier shall notify USAeroteam if the material is non-conforming and receive approval prior to delivery.
- d. The Supplier shall notify USAeroteam of changes in product and / or processes and receive approval in such case, as required.
- e. The supplier will allow right of access to all facilities and records by USAeroteam, customer or regulatory authorities.
- f. Requirements will be flowed down to sub-tier suppliers when applicable.
- g. USAeroteam will ensure the adequacy of specified purchase information before communicating them to the supplier.



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9.3 Verification of purchased product

- a. An inspection procedure will be established in order to ensure that purchased material meets specified purchase requirements.
- b. Inspection documents and certificates of conformance will be used as objective evidence of product quality and will be kept on record.
- c. Purchased product will not be used or processed until verification of its meeting the required quality is complete. In an emergency, material may be used under a positive recall procedure.
- d. A periodic test validation will be carried out in order to verify material test reports.
- e. USAeroteam will not be absolved of the responsibility to provide acceptable product based on evidence of customer's verification of required material.
- f. USAeroteam will ensure that where it is required to have the verification at the supplier's premises, the appropriate arrangements are afforded.



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10.0 Production and Service Control

- a. The company's quality philosophy involves a "right the first time" approach rather than inspecting quality into the product at a later stage. This philosophy is implemented by identifying in-process verification points based upon process instructions to carry out key operations. Records of quality checks will be used for verification and process improvement. Including those instances where the verification of conformance cannot be performed until a later stage of realization.
- b. Process instructions and quality instructions may include the product characteristic information, use of equipment, tooling required and monitoring and measuring devices for characteristic verification. Production equipment, tools and programs will be validated prior to use.
- c. Production will be carried out against a schedule, which takes into account quantity under manufacture, their inspections and verification, Non-conforming product and their disposal. and delivery time.
- d. Special processes will be monitored for compliance to established specifications.
- e. Product safety requirements will be considered in the processing plan and a provision for prevention, detection and removal of foreign objects will be made. Work areas will be maintained and in order.
- f. Process instructions and quality control instructions will include workmanship standards to the extent necessary.
- g. Utilities such as water, electricity, compressed air and chemical products will be supplied and monitored to the extent necessary.
- h. USAeroteam has appropriate technical resources for tool and gauge design and fabrication so that variable measurements can be taken, especially in the case of Key characteristics.

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- 10.1** USAeroteam utilizes planning activities through the use of cross functional teams for the purpose of providing product documentation including a complete manufacturing plan along with instructions and information on customer's specific and non-specific requirements. Quality and Engineering departments participate in conjunction to meet these requirements.
- 10.2** Any change in contract or regulatory requirements as well as process change will be carried out after obtaining customer and regulatory approval and will be documented if required. An assessment will be made to make sure that desired results are achieved without adversely affecting the quality before such change is carried out.
- 10.3** A New Product Introduction Meeting (NPIM) is used at the product planning stage to review the product requirements. A validation process is carried out to ensure that equipment, tooling, work force and utilities are suitable to the task in hand. That includes the job transfer to outside facilities.
- 10.4** In line with its mission and its total commitment to quality, USAeroteam seeks to provide its customers continued product support and after sales liaison.

The company will ensure that its products meet the immediate requirements of its customers and will work with its customers to establish and meet their future needs.

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11.0 Quality Planning

11.1 Quality planning is utilized in the USAeroteam Quality System to ensure compliance to requirements for products, projects or contracts through the use of cross-functional teams. These activities include the following when applicable:

- a. Preparation of quality plans.
- b. Special or Key product characteristic identification.
- c. The identification and acquisition of any controls, processes, equipment, fixture and skills to achieve the planned results.
- d. Identification of suitable verification at appropriate stages in the realization of product, special verifications that cannot be verified by subsequent monitoring or measurement, including any process where deficiencies become apparent only after product is completed.
- e. Updating as necessary of quality control, inspection and testing techniques including when needed the development of new instrumentation in regard to process monitoring.
- f. Defining the criteria for process review and its approval, qualification and approval of special processes, approval of equipment and qualification of personnel.
- g. Identification and preparation of records for validation and revalidation.

11.2 USAeroteam also utilizes planning activities, through the use of cross-functional teams, for the purpose of design, manufacture, and use of tooling so that variable measurements can be taken, particularly key and special characteristics. Quality planning also provides for the establishment of process controls to control key and special characteristics identified by the customer and is also an integral part of the contract review process.

11.3 USAeroteam identifies and selects subcontractors based on their capability to meet specified requirements and requirements flowed down to them from USAeroteam's Quality requirements and International standard requirements identified through quality planning.



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12.0 Product Identification and Traceability

- a. All the production materials will be adequately identified upon receipt, during storage, pending issue and usage.
- b. Traceability is ensured through the provisions of certificates of conformity for purchased product and manufacturing records.
- c. Where appropriate, procedures will be established for identifying the product throughout the product realization and maintaining the identification of the configuration as per contract requirements.
- d. Further traceability will be provided as per the contract and or regulatory requirements.
- e. Use of stamps or any other media used for traceability will be controlled.
- f. Records of manufacturing, assembly and of inspection will be maintained on file.

13.0 Customer Supplied Material

- a. All customer supplied Product and material will be examined upon receipt for condition, quantity and conformance with delivery details.
- b. Items provided for use or incorporation in product will be positively identified and stored in a designated area for its protection and safety.
- d. Periodic inspection will be performed to detect any damage or deterioration of materials. Any material damaged, lost or not suitable for use will be recorded and reported to the customer.
- e. Material will only be issued against those orders for which it was supplied.
- f. Non-conforming customer furnished material will be handled in accordance with the appropriate procedure.



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14.0 Preservation of Product.

1. USAeroteam will provide written instructions at various stages of product realization including processing transport and delivery to its destination in order to preserve the conformity of the product. The appropriate method of identification, handling, packaging, storage, protection and preservation will apply to constituent parts as well.
2. Material handling arrangements will be made during each stage of manufacture, inspection and test in order to prevent any risk to product or its constituents to assure that their conformity is not affected.
3. Customer packaging requirements and / or contract requirements are adhered to and instructions are issued to look for any foreign objects before packaging.
4. The product description, destination and transit considerations will be specified on the company's delivery / dispatch documentation. These documents will either accompany the delivery product or will be sent to destination so that they are present at delivery and protected against loss or deterioration.

15.0 Monitoring, Measuring and Test Equipment

- a. Company's quality policy dictates that product will conform to the determined specific requirements. USAeroteam will provide the monitoring, measuring and test devices to carry out measurements to verify that we meet these requirements as an evidence of conformity.
- b. All company and employee owned equipment used for test and measurements of customer product will be subject to regular calibration, as detailed in the appropriate calibration procedure. Calibration equipment will be traceable to a national or international standard. Records of calibration will be maintained and a system of re-call for calibration used. When equipment is found to be out of calibration, the effect of that error on product will be reviewed and appropriate corrective action taken. Customer notification will be completed if needed.
- c. A register will be maintained which will provide calibration details including identification of the measuring device and their calibration status.
- d. All new and reworked measurement equipment used as a media of inspection will be calibrated prior to use and be adjusted or readjusted as necessary.
- e. Environmental conditions will be maintained to the required level for the

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purpose of calibration, measurements and inspections.

- f. USAeroteam will control inspection, measuring and test equipment to verify materials, products, processes, or other inspection, measuring and test equipment. Control also includes tooling used as a media of inspection, test hardware, test software, automated test equipment (ATE) and plotters used to produce inspection media. Personally owned equipment used for product or process acceptance is also controlled though this system.
- g. A procedure will be in place to make sure that all measuring and monitoring devices are safeguarded from adjustments to maintain the integrity of measurement results and protect them from damage and deterioration during handling maintenance and storage.
- g. The process employed for the calibration of inspection, measuring and test equipment is documented in the Calibration Procedure manual. Details included are equipment type, unique identification, location, frequency of checks, check method, acceptance criteria, and the action to be taken when results are unsatisfactory such as reassessment of validity of previous measurements.

16.0 Measurements, Analysis and Improvements

16.1 USAeroteam employs monitoring, measurement, analysis and improvement Processes to ensure the conformity of Quality Management System, demonstrate conformity of the product and continual improvement of QMS. To demonstrate the product conformity, monitoring and In-process and / or final inspection measurements will be taken by the qualified personnel. The data may be analyzed for the purpose of improving the QMS and enhancing the customer satisfaction.

16.2 Monitoring and measurement of process

- a. A suitable monitoring and measurement method is used for various processes throughout the company in order to achieve the planned results at various stages of product realization. conformance will be analyzed to determine its acceptance criteria. The product will not be released until planned conformity is achieved or approved by the relevant authority or customer.
- b. Non-conforming parts will be handled in accordance with the appropriate procedure.



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16.3 Monitoring and measurement of product

- a. Monitoring and Inspections will be carried out and documented for each stage of product realization in order to ensure that all requirements have been met. Criteria for acceptance and rejection will be established at all production stages. Record of such measurements and instruments used will be maintained.
- b. Written instructions will be provided for receiving inspection, in process inspection, and final inspection activities. Records will be maintained for such activities.
- c. In addition to the inspection of finished product characteristics, checks will be made to establish that all previous inspections have been carried out with satisfactory results before its release. Release of product will take place after the approval from relevant authority.
- d. An urgent release system for the use of product prior to verification and a positive recall system when material is released before all inspections are complete, exists and is used when required.
- e. USAeroteam will use appropriate statistical techniques when applicable.
- f. When certification test reports are used as means of product acceptance, USAeroteam will analyze the documentation to validate certifications.
- h. When incoming product has been accepted on the basis of certifications and/or test reports, audits will be performed as appropriate. Checks will be based on historical performance and other objective data (such as sending out a sample for testing) concerning the subcontractor. Analysis of SPC data will also be carried out as required.
- i. USAeroteam provides and maintains a process, as appropriate, for the inspection, verification, and documentation of first article production of a new part or after each change in the product requirement.

16.4 Analysis of Data

- a. USAeroteam will collect and analyze appropriate information and data to evaluate the process performance and therefore effectiveness of the Quality Management System. Data collected may include from flowcharting the manufacturing process, collection of production data (e.g.

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defect, scrap and rework), collecting engineering information (e.g. specifications), drawings, warranty claims, customer complaints and rejection tags.

- b. Pareto analysis of defects, scrap, rework and waste are evaluated and analyzed along with other measures to provide the information relating to continuous improvement, customer satisfaction, conformity to product requirements, characteristics and trend of processes and suppliers.

17.0 Internal Audit

Internal audits are conducted throughout the company to determine that Quality Management System is implemented correctly and that it conforms to planned arrangements.

- a. USAeroteam will ensure that all aspects of its Quality System are objectively audited regularly based upon the status and importance of the activity as well as results of the previous audit.
- b. Audits will be carried out systematically and on a regular predetermined schedule. Audits will be performed using audit checklists, based on the Item being audited, in sufficient detail to ensure compliance to requirements.
- c. Results will be recorded and reviewed by the Management Team to ascertain that the Quality System is effective in achieving its objectives and continues to reflect the Company's mission.
- d. Audits will be conducted by capable personnel who are not directly responsible for the area being audited.
- e. Deficient areas will be re-audited to ensure corrective action has been effective. Corrective action plans are available for review by the customer, when requested. A follow up action will include the verification of action taken and reporting of verification results.
- f. Actions will be taken to eliminate any nonconformity detected in the system without delay.
- g. A documented procedure is in place which defines the responsibilities and requirements for planning and conducting audits.



18.0 Control of non-conforming product

Nonconforming product will be identified by the organization and will be prevented from unintended use using following ways:

- a. All Non-conforming material will, immediately upon detection, be identified and held pending investigation and disposition.
- b. Control procedures will apply to material received from suppliers or from internal or external non-conformances.
- c. All Non-conforming products will be reviewed to determine the need for corrective/preventative action and the subsequent material disposition.
- d. Records of all non-conformance will be maintained and will be periodically reviewed to establish trends and thereby determine the need for further preventative action.
- e. Material which does not conform to the customer's specification will only be used or supplied with the customer's prior knowledge and written consent as required by the contract.
- f. Non-conforming material returned from the customer will be handled in accordance with SOP 6149, Servicing of Customer Returns.
- g. USAeroteam does not use regraded material for the purpose of producing or manufacturing product to be shipped to the customer.
- h. Product dispositioned as scrap will be conspicuously and permanently marked until physically rendered unsuitable for use in completed products.
- i. Notification will be sent to the customer if it is discovered that non-conforming material has been shipped.
- j. Reworked product will be controlled and have adequate instructions detailing the nature and extent of the activity required. Rework activity will be recorded and analyzed to reduce the necessity for such operations.

19.0 Corrective and Preventive action

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Corrective action will be taken whenever a non-conformity occurs to prevent its reoccurrence. Usaeroteam will also take actions to prevent the reoccurrence of those nonconformities which have not yet occurred.

- a. Product, Process or Quality System non-conformances detected will be analyzed to determine their magnitude and cause. Corrective action, designed to prevent any further occurrences, will be assigned and followed up to ensure timely and effective implementation. Such action will extend to any non-conformances including the material received from a supplier. USAerotaem will provide the complete flow down of the corrective action requirements to a supplier when it is determined that the supplier is responsible for the root cause of the non-conformance.
- b. Analysis of defective parts and material will be carried out as a basis for feedback on process improvement.
- c. All corrective actions will be recorded and periodically analyzed and reviewed to establish the need for further preventative action. Mistake proofing methodology will be used as appropriate.
- d. A written procedure is established to define requirements for reviewing non-conformities, customer complaints and determining the cause and evaluating the need for action to prevent the recurrence of non-conformance.
- e. Preventive Action is taken in the Form of NPIM's, PFMEA's, Process Planning Suggestions and managers daily meetings (Walkabouts).
- f. A review is carried out for the effectiveness of preventive action and results are recorded.

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REVISION RECORD

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REVISION

DATE

AFFECTED PAGES

APPROVAL

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4.1 Management Responsibility

Analysis and Use of Company-Level Data

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USAeroteam utilizes operational performance (productivity, efficiency, effectiveness, and utilization) trends to compare quality levels to appropriate standards of operation. This information is used to evaluate the progress of USAeroteam toward its overall business objectives and performance.

Customer Satisfaction

In the event a customer imposes any of the following upon USAeroteam :

- Chrysler “needs improvement”
- Ford Q-1 revocation
- General Motors level II containment

USAeroteam will notify Eagle Registration Inc. in writing within 5 working days.

4.2

Quality System

1. Advanced Product Quality Planning

- a. USAeroteam utilizes an Advanced Product Quality Planning process when preparing for production of new or changed products. A multi-disciplinary team including all areas required to plan for new or changed product is used to review the product manufacturing feasibility.
- b. Team actions include the following, as required:
 1. Development/finalization of special characteristics.
 2. Development and review of Process Failure Mode and Effects Analysis.
 3. Establishment of actions to reduce the potential failure modes with high risk priority numbers.
 4. Development of Control Plans.
 5. Development of internal awareness policies for Product Safety relative to the supplier’s product.
 6. Utilization of the Advanced Product Quality Planning and Control Plan reference manual provided by AIAG.
- c. Process Failure Mode and Effects Analysis is considered for all controlled Characteristics and efforts are taken to improve the process to achieve defect prevention rather than defect detection. These efforts will be met through the utilization of the Potential Failure Mode and Effects Analysis reference manual provided by AIAG.

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- d. Mistake proofing methodologies are considered during the planning of processes, facilities, equipment and tooling and implemented as practical

2. Control Plans

- a. USAeroteam develops control plans at the system, subsystem, component and/or material level, as appropriate for the product supplied, when required.
- b. Control Plans will include the requirements of the International Standards identified in this manual.
- c. Control Plans will encompass all processes appropriate to the production of product and will be revised or updated when products or processes are changed.
- d. Control Plans will cover three distinct phases, as required. The phases are as follows:
 - 1. Prototype
 - 2. Pre-launch
 - 3. Production

Supplier will keep records as and when required.

- e. Control Plans will be reviewed and updated as appropriate when the following occur:
 - 1. The product is changed.
 - 2. The processes are changed.
 - 3. The processes become unstable.
 - 4. The processes become non-capable.
 - 5. Inspection method, frequency, etc. is revised.

3. Product Approval Process (QS-9000 requirement)

- a. USAeroteam will fully comply with all requirements set forth in the Production Part Approval Process (PPAP) manual. When process And /or product data indicate a high degree of capability (e.g. Cpk/Ppk 3) , the control plan will be revised as found appropriate by the

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quality assurance and process Engineer.

- b. A part approval process will be utilized for subcontractors, as required.
- c. USAeroteam will verify that Engg. Changes have been properly validated.

4. Continuous Improvement

- a. USAeroteam will strive to continuously improve in quality, service and price, as well as innovative improvements, that will benefit our customers and the company.
- b. USAeroteam's continuous improvement philosophy is deployed throughout the company to eliminate costs and improve capabilities and processes, including product characteristics, particularly special characteristics.
- c. Action plans will be utilized for implementing continuous improvement in processes that have demonstrated instability, unacceptable capability, and /or poor performance. This will be done through use of USAeroteam's Quality Improvement Projects.
- d. Quality and Productivity Improvements are identified through the use of the Quality Improvement Projects issued by the Corrective Action Board and/or management. Examples of situations warranting improvement are outlined in SOP CIP, Continuous Improvement procedure.
- e. USAeroteam will utilize appropriate continuous improvement measures and methodologies and demonstrate knowledge of such, through use of the items identified in SOP CIP, when applicable.

5. Facilities, Equipment, and Process Planning Effectiveness

- a. USAeroteam uses a multi-disciplinary approach for the development of facilities, processes, and equipment plans in conjunction with the advanced quality planning process.
- b. Plant layout is designed to minimize material travel and handling, facilitate synchronous material flow, and maximize value-added use of floor space.
- c. Existing operations and processes are evaluated to determine effectiveness. The following factors are taken into consideration during evaluation, as applicable:

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1. Overall work plan
2. Appropriate automation
3. Ergonomics and human factors
4. Operator and line balance
5. Storage and buffer inventory levels
6. Value-added labor content

4.3 Contract Review

- a. The company will identify potential markets and customers and establish their requirements.
- b. A product file will be established and regularly reviewed to ensure it continues to reflect the requirements of customers and the company's ability to meet them.
- c. Feedback on product performance will be relayed to processing, manufacturing and quality teams and will be used as the basis for design or process improvement.
- d. Customer orders will be reviewed to ensure that the requirements are adequately defined and documented to identify any differences between the order and the original quotation and to determine the company's ability to meet the specified requirements.

4.5 Document Control

- a. All documentation used to control the Quality of the Company's products and services throughout development, purchasing, manufacturing, assembly, test and inspection, storage and subsequent shipping to the customer and installation, commissioning and maintenance will be controlled.
- b. Such documentation will include the Quality Manual, Standard Operating Procedures, Process Instructions, Quality Instructions, Product Specifications, Drawings and Bills of Material. Documents of external origin including General Motors specifications, Government specifications, and AIAG documents will be controlled in accordance with USAeroteam procedures.

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- c. The issue and amendment of all such documentation will be authorized, controlled and recorded.
- d. The issue and amendment control procedures will ensure that current information is available as required throughout the company and that obsolete information is withdrawn from use.

4.9 Process Control

- a. The company's quality philosophy involves a "right the first time" approach rather than inspecting quality into the product at a late stage. This philosophy will be implemented by having detailed Process Instructions to define how all operations will be carried out. Details of in-process and post-process quality control checks will be included in Process Instructions and Quality Control Instructions. Records of quality checks will be used as the basis of feedback for process quality improvement.
- b. Process Instructions and Quality Control Instructions will include workmanship standards, define the equipment to be used and make reference to visual aids, samples and standards, where applicable.
- d. When required, quantitative measures will be used for monitoring processes. Control chart techniques will be used as the basis for process control action. Preliminary and On-going process capability are monitored through procedures identified in industry specifications..
- e. Production will be carried out against schedules which take in account customer requirements. Process changes will be implemented upon customer approval, when required.
- f. Special Processes will be continuously monitored for compliance to established specifications.
- g. Product safety requirements will be considered in control plan and work instruction. work area will be maintained clean and in order.
- h. Appearance item requirements are not applicable to USAeroteam for the Automotive industry.
- i. A tooling management system is established and implemented, this

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system includes:

1. Maintenance and repair of facilities and personnel
 2. Storage and recovery
 3. Setup
 4. Tool change programs for perishable tools
 5. Tool modification, including tool design documentation
- j. USAeroteam has appropriate technical resources for tool and gage design, fabrication, and full dimensional inspection. A system to track and follow-up on these activities is also in place, including work that is subcontracted.

4.10 Inspection and Testing

- a. Inspection methods will be documented for each stage of inspection except in cases where product quality will not be prejudiced by the lack of such documented methods.
- b. Written instructions will be provided for receiving inspection, in process inspection, and final inspection activities. Records will be maintained for such activities.
- c. All products may be subject to final inspection to ascertain conformance to specified requirements including "Dock Audit"
- e. An urgent release system of product prior to verification and positive recall system when material is released before all inspections are complete exists and is used when required.
- f. General Motors has one year frequency established for Layout Inspection and Functional Testing after receiving Production Part Approval (PPAP). Therefore USAeroteam has no established frequency as determined by customer requirements.
- g. All subcontracted inspection activities will be controlled in accordance with the requirements of QCP 9. Only approved inspection and test sources will be used, when required.
- h. When certification test reports are used as means of product acceptance, USAeroteam will analyze the documentation to validate certifications.

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- i. When incoming product has been accepted on the basis of certifications and/or test reports, checks will be made at least annually. Checks will be based on historical performance and other objective data (such as sending out a sample for testing) concerning the subcontractor. Analysis Of SPC data will also be carried out if needed.
- j. USAeroteam provides and maintains a process, as appropriate, for the inspection, verification, and documentation of first article production.

4.12 Inspection and Test Status

- a. All materials and products will be suitably identified as to its inspection status throughout each stage of manufacture.
- b. Nonconforming product will be segregated from all other material pending investigation and disposition, and all such material will be clearly identified.
- c. Inspection and test records will enable the identification of the inspection authority responsible for the release of the finished product.

4.13 Control of Nonconforming Product

- a. USAeroteam will not use the disposition of use-as-is or repair, unless specifically authorized by the customer, if (1) the product is produced to customer design, or (2) the nonconformity results in a departure from the contract requirements.
- b. When required, USAeroteam will acquire written customer authorization whenever the product or process is different than that currently approved. This also applies to subcontracted materials and services. A record of such authorization will be maintained and compliance to the original or superseding specifications will be complied with. Material shipped on authorization will be properly identified on the shipping container.

4.14 Corrective and Preventive Action

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- a. Supplier will provide visual identification of any nonconforming Material or product.
- b. USAeroteam uses disciplined problem solving methods when an internal or external nonconformance to specifications or requirements occurs through the use of the Corrective Action Board. The Corrective Action Board (CAB) is comprised of multiple disciplines throughout the company and conducts daily meetings (Walkabouts) to discuss possible corrective and preventive actions, or to plan any suggestions. External nonconformances are responded to using the prescribed methods for each customer (i.e. General Motors' Problem Reporting & Resolution procedure, , General Electric Aircraft Engine's Corrective Action Request format, and Cummins 7-Stage Corrective Action Request Format).
- c. USAeroteam utilizes following methods towards preventive actions:
- d. Process FMEA
- e. POKA-YOKE
- f. New Product Introduction meeting (NPIM)
- g. Daily Manager Review by operation (DMR)
- h. Soliciting operating suggestions.
- i. Identifying opportunities.

4.15 Handling, Storage, Packaging, Preservation and Delivery

- a. Material handling arrangements will be made during all stages of manufacture, inspection and test in order to prevent any risk to material quality.
- b. The manner in which material is handled and protected will be subject to written instructions where critical handling and transportation considerations are identified. These will refer to any special containers, and handling devices that will be provided protection from damage or deterioration.
- c. Material awaiting use or shipment will be identified and segregated in secure storage areas. Suitable measures will be taken to prevent damage or deterioration including a periodic inspection for materials condition. Only authorized personnel may receive and/or dispatch products or materials from secured storage areas. An inventory management system is established and documented to continuously optimize inventory turns over time, assure stock rotation, and minimize inventory levels.

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- d. Packing, Packaging and marking processes are controlled to the extent necessary to ensure conformance to specified requirements. Customer packaging requirements and/or contract requirements are adhered to. Packages are labeled in accordance with customer and/or contract requirements.
- e. The product description, destination and transit considerations will be specified on the Company's delivery/dispatch documentation. Protection of product is extended to include delivery to destination (i.e. insurance for shipments) when available and necessary.

4.16 Control of Quality Records

- a. All essential quality related activities will be the subject of records to fully demonstrate the achievement of specified requirements and the effective operation of the company's Quality System.
- b. Records will be suitably stored and maintained to ensure their safe keeping and subsequent retrieval.
- c. The retention periods and the authority for the disposal of records will be defined. Access to quality related records will be made available to the customer or regulatory agencies, as required.
- e. Copies of documents from superseded parts required for new part qualification will be retained in a new part file, when required.

4.18 Training

- a. All tasks within the Company which are adversely affected by the lack of acquired skill will be identified and made the subject of a job description which reflects the extent and evidence of skill required. This will be used

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to appraise the level of competence of personnel both before and during engagement by the Company and to identify training needs accordingly.

- j. All team members will receive appropriate training before carrying out manufacturing or testing operations. Training programs are devised to ensure complete familiarity with all requirements of the process. Records will be maintained of training given, and completion of training will be subject to an end of training review. Periodic reviews of training requirements will be made to ensure that training remains effective, and to identify needs for retraining.

4.19 Servicing

- a. In line with the Company mission and its total commitment to quality, USAeroteam seeks to provide for its customers continued product support and after sales liaison. However, USAeroteam does not provide the type of servicing as specified in the above referenced International Standards. The company only supplies the servicing list in the section below.
- b. The Company will provide for its customers technical, product and applications support.
- c. The Company will ensure that its products meet the immediate requirements of its customers and will work with its customers to establish and meet their future needs.
- d. Where required the Company will provide product/system manuals which will detail use, installation, commissioning, maintenance, safety and disposal information.

4.20 Statistical Techniques

- a. Where used within the Company, statistical techniques will be selected to be the most appropriate statistically valid technique for the application.
- b. The techniques used will be defined in procedures, which will prescribe the way the technique is to be applied and the rules governing its use.
- c. Where statistical techniques are used for product verification due regard will be made to the contractual requirements of the customer.

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- d. Sampling plans, when used, are statistically valid and appropriate for use. The plan precludes the acceptance of known defectives in a lot. Sampling plans will be approved by the customer prior to use, when required.

- d. When statistical process control is used as an option for in-process or final inspection, the measurements will be taken by trained personnel, the data will consist of variable measurements taken at appropriate sampling frequencies, the control charts will appropriate, and the activity will be conducted per the table identified in Section 2.0.3 of the Boeing Advanced Quality System Requirements for Boeing product, as required, when using the SPC inspection option.

Section II Automotive Customer-Specific Requirements (General Motors)

USAeroteam will utilize all applicable General Motors-North American publications listed below, as required:

- 1.. Key Characteristic Designation System, (GM 1805 QN)
- 2. Continuous Improvement Procedure (GP-8)
- 3. Run at Rate (GP-9)
- 4. Early Production Containment Procedure (GP-12)
- 5. Specifications for Part and Component Bar Codes ECV/VCVS (GM 1737)
- 6. Procedure for Suppliers of Material for Prototype (GP-11)
- 7. Packaging and Identification Requirements for Production Parts (GM 1738)
- 8. Shipping/Parts Identification Label Standard (GM 1724)
- 9. Shipping and Delivery Performance Requirements (GM 1797)