FLIGHT SYSTEMS, INC®

207 Hempt RD
Mechanicsburg, PA 17050

ISO 9001:2015

Quality Manual

Approval

The signatures below certify that this management system manual has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name	Signature	Position	Date
Prepared by	Brian Attinger	BDA	Chief Engineer / CTO	01/08/2025
Reviewed by	Elaine Brady	EAB	HR Manager / CFO	01/08/2025
Approved by	Anthony Misiti	ARM	President / CEO	01/08/2025

Amendment Record

This quality manual is reviewed to ensure its continuing relevance to the systems and processes that it describes. A record of contextual additions or omissions is given below:

Page No.	Context	Revision	Date
6	4.3.1 Management System Scope updated to include activities.	1	01/08/2025

Company Proprietary Information

The electronic version of this document is the latest revision. It is the responsibility of the individual to ensure that any paper material is the current revision. The printed version of this manual is uncontrolled, except when provided with a document reference number and revision in the field below:

Document Ref. _____ Rev _____

Uncontrolled Copy [✓] Controlled Copy [ ] Date _____

Contents

1 Introduction

Flight Systems Inc. has developed and implemented a quality management system (QMS), which uses ISO 9001:2015 as a framework that allows our organization to document and improve our practices to better satisfy the needs and expectations of our customers, stakeholders, and interested parties.

This manual describes the quality management system and delineates the authorities, inter-relationships, and responsibilities of personnel operating within the management system. The manual also provides references to procedures and activities that also comprise our quality management system.

The manual is used to familiarize customers and other external organizations or individuals with the controls that have been implemented and to assure them that the integrity of our quality management system is maintained and focused on customer satisfaction and continual improvement.

Our quality management system meets the requirements of ISO 9001:2015 and uses the Plan, Do, Check, and Act approach to process planning. Our QMS addresses and supports our strategies for the design, development, manufacturing, installation, and servicing of our products. Flight Systems Inc. is dedicated to delivering high-quality printed circuit board assemblies, meeting the highest standards and regulatory requirements. We foster a culture of continuous improvement, focusing on enhancing processes, customer satisfaction, and operational efficiency. Quality is a shared responsibility among all employees, and we work together to improve our products and services. Through innovation and collaboration, we aim to exceed customer expectations in every aspect of our business.

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2 References

In addition to ISO 9001:2015, we also refer to other relevant international standards as well as customer specifications that are appropriate to our products and market.

Standard	Title	Description
ISO 9000:2015	Quality management systems	Fundamentals and vocabulary
ISO 9004:2000	Quality management systems	Guidelines for Performance Improvements
ISO 19011:2011	Auditing management systems	Guidelines for auditing

3 Definitions

This document does not introduce any new definitions but rather relies on the following:

1. Definitions typically used by our customers, stakeholders or marketplace.
2. Terms typically used in standards and regulations as they relate to our QMS or products.
3. Standard business terminology.
4. Terms and vocabulary commonly used in quality and engineering practices.

4 About Our Organization

4.1 Organizational Context

Flight Systems Inc. is committed to defining our position in the marketplace and understanding how relevant factors arising from legal, political, economic, social, and technological issues influence our strategic direction and our organizational context.

Flight Systems Inc. identifies, analyzes, monitors, and reviews factors that may affect our ability to satisfy our customers and stakeholders, as well as factors that may adversely affect the stability of our process or our management system's integrity.

To ensure that our QMS aligns with our strategy while taking account of relevant internal and external factors, we initially collate and analyze pertinent information to determine its potential impact on our context and subsequent business strategy.

Flight Systems Inc. then monitors and reviews this information to ensure that a continual understanding of each group's requirements is derived and maintained. To facilitate the understanding of our context, we regularly consider issues that influence our context during management review meetings, which are conveyed via minutes and business planning documents.

Internal Issues	External Issues
Market share	Customers & suppliers
Employees	Markets & competition
Performance	Regulatory & statutory
Values & culture	Technological
Innovation & knowledge	Cultural & social

The output from this activity is evident as an input to the consideration of risks and opportunities and the actions that we take to address them. Refer to Section 6.1 for more information about our risk and opportunity management framework.

Although we acknowledge that ISO 9001:2015 does not require our organizational context to be maintained as documented information, we maintain and retain, in addition to this document, the following documented information to describe our organizational context:

- Analysis of business plans, strategies, and statutory and regulatory commitments.
- Analysis of technology and competitors.
- Economic reports from relevant business sectors.
- Technical reports from technical experts and consultants.
- SWOT analysis reports or schedules for internal issues.
- PEST analysis reports or schedules for external issues.
- Minutes of meetings (Management and design review minutes), process maps and reports, etc.

SWOT analysis provides our organization with a framework for reviewing and evaluating our strategies and the position and direction of our organization, business propositions, and other ideas. Similarly, PEST analysis provides our organization with a framework for measuring our market and growth potential according to external political, economic, social, technological, legal, and environmental factors.

4.2 Relevant Interested Parties

Flight Systems Inc. recognizes that we have a unique set of interested parties whose needs and expectations change and develop over time and that only a limited set of their respective needs and

expectations are applicable to our operations or our quality management system. Such needs and expectations broadly include those shown in the table below.

Interested Parties	Needs & Expectations
Customers	Price, reliability & value
Distributors & retailers	Quality, price & logistics
Owners/shareholders	Profitability & growth
Employees	Shared values & security
Suppliers	Beneficial relationships
Regulatory & statutory	Compliance & reporting

To ensure that our products and processes continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations that may be obtained from the interested parties. Where appropriate, to ensure that our processes are aligned to meet the requirements of our interested parties, we convert relevant needs and expectations into requirements that become inputs to our QMS and our product and service designs.

4.3 Quality Management System

4.3.1 Management System Scope

Based on the analysis of the issues and requirements identified in Sections 4.1 and 4.2, Flight Systems Inc. has established the scope of our quality management system to implement our objectives and policies relevant to our context, products, and any interested parties. This scope encompasses all activities associated with purchasing and procurement, design and development, manufacturing, sales and customer service, as well as the servicing of our products, ensuring a comprehensive approach to quality management across all critical functions of our organization.

This document describes our quality management system and delineates authorities, inter-relationships, and responsibilities of process owners and personnel that operate within the system. Although we recognize that ISO 9001:2015 does not require a quality manual, we have decided to retain and update our quality manual as our employees, customers, suppliers, and other stakeholders perceive it to add value to our operations.

This document also demonstrates the relationship between our quality management system and the sequence and interaction of our key processes. Conformance to ISO 9001:2015 has been verified utilizing a formal assessment and review process by **International Quality Registrars**.

4.3.2 Management System Processes

Flight Systems Inc. has implemented a quality management system that exists as part of a larger strategy that has established, documented, and implemented our processes, quality policies, and objectives while satisfying the requirements of ISO 9001:2015.

Flight Systems Inc. has adopted the process approach advocated by ISO 9001:2015 to achieve this. Top management has determined the processes required for achieving the intended outputs. By defining four key process groups and managing their inputs, activities, controls, outputs, and interfaces, we ensure that system effectiveness is established and maintained. These key process groups include:

1. Leadership and planning processes.
2. Customer and stakeholder processes.
3. Product/service development processes.
4. Evaluation and improvement processes.

These process groups are described using tools such as documented procedures, process maps, flow diagrams, matrices, schedules, charts, etc. Refer to the Sequence & Interaction of Processes in Appendix A.2, which shows the sequence and interaction of the process groups within our management system.

It is recognized that defining, implementing, and documenting our quality management system is only the first step toward fully implementing its requirements. The effectiveness of each process and its subsequent output is measured and evaluated through regular internal audits, quality inspections, and data analysis.

We use key performance indicators (KPIs) that are linked to our objectives to control and monitor our processes, as well as assessments to determine the risks and opportunities inherent to each process. We use trends and indicators relating to nonconformities, objectives, and corrective action, as well as monitoring and measurement results, audit results and customer satisfaction data, process performance, and the conformity of our products.

4.3.3 Outsourced Processes

Where Flight Systems Inc. identifies the requirement to outsource any process, or part thereof, which affects conformity with the stated requirements, Flight Systems Inc. identifies control criteria such as the competence of personnel, inspection regimes, the provision of product conformity certificates, adherence to specifications and specific job files, etc. Refer to Section 8.4.

The controls identified do not absolve us of the responsibility to conform to client, statutory, and regulatory requirements, but instead they enhance our capacity to effectively manage our supply chain. The controls adopted are influenced by the potential impact of outsourcing on meeting customer or stakeholder requirements and the degree to which control of the process is shared. Outsourced processes are controlled via purchasing and contractual agreements. Refer to Section 8.4. They may also be assessed by 2nd party audits and performance data reviews where appropriate.

4.3.4 Documented Information

4.3.4.1 Management System Documents

Flight Systems Inc. ensures that our QMS includes the documented information that is required to be maintained and retained by ISO 9001:2015 and any documented information identified by our organization that demonstrates the effective operation of our QMS. Refer to the Register of Documented Information.

Flight Systems Inc. applies the following criteria to all types of documented information to assess whether the information is necessary for demonstrating the effectiveness of our QMS and whether it should be formally controlled.

1. Communicates a message internally or externally.
2. Provides evidence of process and product conformity.
3. Provides evidence that planned outputs were achieved.
4. Provides knowledge sharing.

Should any of the above criteria apply, Flight Systems Inc. ensures that this information is retained and/or maintained as a form of 'documented information.'

4.3.4.2 Creating & Updating

Flight Systems Inc. ensures that when we create documented information, it is appropriately identified and described (e.g., title, date, author, reference number) and is available in an appropriate format (e.g., language, software version, graphics, etc.) and on appropriate media (e.g., paper, electronic). All documented information is reviewed and approved for suitability and adequacy.

4.3.4.3 Controlling Documented Information

Documented information is retained to provide evidence of conformity to the requirements specified by ISO standards, customer requirements, and the effective operation of our management system. Flight Systems Inc. uses standard forms and templates that are accessed via a local area network computer system. An electronic document management system, which is backed up and updated as required, is used to retain documented information, ensuring only the current versions are available to users. All management system documents are controlled according to the Documented Information process (FSI-QMS-PRC-008), which defines the process for:

1. Approving documents for adequacy prior to issue.
2. Reviewing and revising as necessary and re-approving documents.
3. Ensuring that changes and current revision status of documents are identified.
4. Ensuring that relevant versions of applicable documents are available at points of use.
5. Ensuring that documents remain legible and readily identifiable.
6. Ensuring that documents of external origin are identified and their distribution controlled.
7. Preventing the unintended use of obsolete documents.
8. Ensuring that documents of external origin are identified and their distribution controlled.

Supporting documentation:

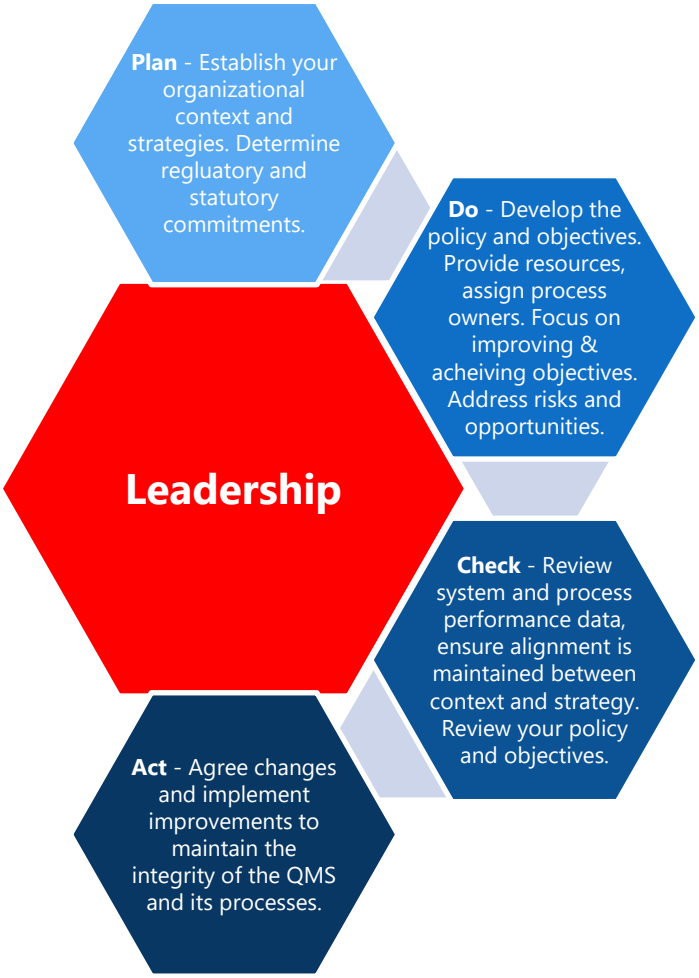
Ref.	Title & Description
FSI-QMS-PRC-008	Documented Information

5 Leadership & Governance

5.1 Leadership & Commitment

5.1.1 Quality Management

Flight Systems Inc.'s leadership is also responsible for implementing the QMS, which includes the development and deployment of the quality policy, the quality objectives, and product/project-specific plans that are customer focused.



Top Management provides leadership and governance to all activities related to the lifecycle processes, including defining the strategic direction, responsibility, authority, and communication to ensure safe and effective performance.

Flight Systems Inc.'s governance structure provides the necessary support for creating and establishing appropriate processes that are important for maintaining and achieving our quality objectives and policies.

In addition, governance activities include systematic verification of the effectiveness of our QMS by undertaking internal audits and analyzing performance data.

Regular management reviews ensure that our quality management system is adequate and effective and that any necessary adjustments are made as a result.

Top Management is committed to implementing and developing the quality management system and this commitment is defined by our corporate policies and objectives. Flight Systems Inc. ensures that our policies are understood, implemented, and maintained throughout at all levels of the organization through the printed distribution of our policy statements and through periodic management review of the policy statements and corporate-level improvement objectives. Flight Systems Inc. communicates our mission, vision, strategy, policies, and processes to all employees to:

1. Create and sustain shared values of fairness and ethical behavior.
2. Establish a culture of trust and integrity.
3. Encourage commitment to quality.
4. Provide people with the required resources, training, and authority to act with accountability.
5. Inspire, encourage, and recognize people's contributions.

In addition, our policies, objectives, and targets are communicated and deployed throughout the business via individual performance objectives, which are established and discussed during employee performance reviews.

5.1.2 Customer Focus

Flight Systems Inc. strives to identify current and future customer needs, meet their requirements, and exceed their expectations. Top Management ensures that the focus on improving customer satisfaction is maintained by setting and reviewing objectives related to customer satisfaction at management review meetings.

Top Management also ensures that customer requirements are understood and met. Customer requirements are understood, converted into internal requirements, and communicated to appropriate personnel within the organization. Customer complaints and other customer feedback are continually monitored and measured to identify opportunities for improvement. We continually look for ways to interact directly with our customers to ensure that we focus on their unique needs and expectations.

5.1.3 Quality Policy

5.1.3.1 Establishing & Communicating

The quality policy acts as a compass by providing the direction and framework for establishing key corporate-level performance measures, as well as related objectives and targets. Top Management ensures that our corporate policies are established and documented, and that the policies are available to all interested parties via our website.

The CEO has overall responsibility for defining, documenting, implementing, and reviewing our quality policy in consultation with the management teams and other personnel or their representatives. The policy is reviewed at least annually, as part of the management review program or at a frequency determined by:

1. The changing needs and expectations of relevant interested parties, Section 4.2.
2. The risks and opportunities that are presented through the risk management process, Section 6.1.

The quality policy is communicated to all employees at all levels throughout our organization via training, regular internal communications, and reinforcement during annual employee performance reviews. Employee understanding of our policies and objectives is determined during internal audits and other methods deemed appropriate.

5.1.3.2 Quality Policy Statement

Flight Systems Inc. is committed to an operating philosophy based on openness in communication, integrity in serving our customers, fairness and concern for our employees, and responsibility to the communities within which we operate. Our vision is to exceed customer expectations for quality, safety, sustainability, cost, delivery, and value. Additionally, we are dedicated to creating a profitable business culture that is based on the following principles:

OUR PEOPLE

Flight Systems Inc. is committed to equality in employment opportunities and rewards, embracing wholeheartedly the cultural diversity within the communities we call home. Our employees' welfare and

interests are foremost throughout all aspects of our business and how we conduct our affairs. Flight Systems Inc. is committed to:

- Creating and nurturing an environment of success based on honesty and integrity.
- Equitable sharing in the success of the company.
- Empowerment through training and communication.
- Individual growth and equal opportunity.
- Designing and providing a safe and secure work environment.

OUR CUSTOMERS

Customer needs are paramount and represent the highest priority within our business. Our obligation is to proactively seek out and define customer needs while addressing all requests expeditiously without creating false expectations.

OUR COMMUNITY

Flight Systems Inc. is committed to supporting the communities within which we operate. We believe in the practice of social responsibility and encourage similar behavior in our employees and suppliers. We support the conservation of the physical environment and the prevention of pollution at our facilities. We proactively comply with all applicable safety, environmental, legal, and regulatory requirements to which we subscribe.

OUR QUALITY

Beginning with a clear definition of customers' expectations, we strive to consistently meet or exceed them. We adhere to all applicable standards and customer-specific requirements and endeavor to provide processes that ensure we achieve this to build a robust and world-class business.

5.2 Role, Responsibilities & Authorities

Our organizational structure is defined in Appendix A.3. The organization chart shows the interrelation of personnel within Flight Systems Inc., while job descriptions define the responsibilities and authorities of each role. Job descriptions and the organizational structure are reviewed and approved by Top Management for adequacy as determined by the changing needs and expectations of the interested parties identified in Section 4.2, and any risk and opportunities presented through the risk management process, Section 6.1.

Members of Top Management are ultimately responsible for the quality of Flight Systems Inc.'s products and services since they control the resources, systems, and processes by which conforming work is accomplished. Top Management is responsible for business planning, development, and the communication of our policies, quality management system planning, the establishment and deployment of objectives, the provision of resources needed to implement and improve the quality management system, and for undertaking management reviews. Top Management has assigned the responsibility and authority to the management team and departments to:

1. Ensure that QMS processes are delivering their intended outcomes.
2. Report on the operation of the QMS and identify any opportunities.
3. Ensure that improvement is taking place.

4. Ensure that customer focus is promoted throughout the organization.
5. Ensure that changes to the QMS are planned and implemented.
6. Ensure the integrity of the system is maintained during changes.
7. Ensure that responsibilities and authorities relating to the QMS are communicated and understood.

All managers demonstrate their commitment to the development and improvement of the quality management system through the provision of necessary resources, their involvement in the internal audit process, and their proactive involvement in continual improvement activities. Emphasis is placed on improving both the effectiveness and efficiency of key system processes.

All managers are responsible for the execution of the Business Plan and the implementation of the policies, processes, and systems described in this manual. All managers are responsible for planning and controlling the management system processes within their area of responsibility, including the establishment and deployment of operational-level objectives and the provision of resources needed to implement and improve these processes.

All employees are responsible for the quality of their work and the implementation of the policies and procedures applicable to the processes they perform. Personnel responsible for product quality have the authority to stop production to correct quality problems. Employees are motivated and empowered to identify and report any known or potential problems and to recommend related solutions to aid the corrective and preventive action process.

5.3 Communication

5.3.1 Internal Communication

Flight Systems Inc. communicates information internally regarding our QMS and its effectiveness through documented training, internal audit reports, and continual improvement processes. All managers and supervisors are responsible for establishing regular formal and informal communications as needed to convey to their employees the relevance and importance of their activities; typically, this information is conveyed through team meetings and cross-functional improvement projects.

Communications regarding how employees contribute to the achievement of objectives are also conveyed and reinforced during employee performance reviews. Issues pertaining to our QMS that may be communicated internally include:

1. Day-to-day operations and general awareness.
2. Quality policy.
3. Information on achieving objectives and targets.
4. Risk and opportunities.

Top Management and their direct reports are responsible for communicating corporate policies and the importance of meeting customer, statutory, and regulatory requirements for employees within their respective departments. They ensure the quality policy is understood and applied to the daily work of the organization through the establishment of measurable goals and objectives. Internal communication occurs on an ongoing basis and is achieved through various mechanisms as appropriate:

1. Regular meetings and briefings.
2. Training sessions and training material.

3. Display boards, memorandums, letters.
4. Website, intranet, internal e-mails.
5. Product and process performance data analysis and audit results.
6. Targets, objectives, scorecards, KPIs, management system manual and procedures.
7. Corrective action and non-conformance reports.
8. Minutes of ad-hoc and scheduled meetings.

5.3.2 External Communication

Flight Systems Inc. determines the need to communicate information externally to our interested parties, as defined in Section 4.2, regarding the effectiveness of our QMS. In most instances, external interested parties (such as consumers, stockholders, neighboring communities, etc.) are the main driving force behind our organization's implementation of our QMS. The various processes or means of external communication may include, as appropriate:

Interested Parties	Needs & Expectations	Possible Modes of Communication
Customers	Price, reliability & value	Website, advertisements, and catalogs
Distributors & retailers	Quality, price & logistics	Verbal, advertisements, and catalogs
Owners/shareholders	Profitability & growth	Annual reports or newsletters of performance
Suppliers	Beneficial relationships	Publications on our website, meetings, or questionnaires
Regulatory & statutory	Compliance & reporting	Regulatory compliance submissions or results of audits

Flight Systems Inc. ensures that all external communications are authorized prior to release. Where required, advice appropriate to the context of the communication may be sought concerning the content and dissemination of certain external communications. Responses to external communications are recorded if they are transmitted by email or letter.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-013	Communication

6 Management System Planning

6.1 Addressing Risks & Opportunities

The overall aim of risk and opportunity management within Flight Systems Inc. is to ensure that organizational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and to mitigate risks.

Top Management is responsible for incorporating risk-based thinking into our organization's culture. This includes the establishment of risk management policies and targets to ensure the effective implementation of risk and opportunity management principles and activities by:

1. Providing sufficient resources to carry out risk and opportunity management activities.
2. Assigning responsibilities and authorities for risk and opportunity management activities.
3. Reviewing information and results from audits and risk and opportunity management activities.

The scope of Flight Systems Inc.'s risk and opportunity management process includes the assessment of the internal and external issues identified in Section 4.1, as well as the assessment of the needs and expectations of any interested parties identified in Section 4.2. Risk and opportunity management is undertaken as part of Flight Systems Inc.'s day-to-day operations and is captured in the following hierarchy:

1. Strategic level.
2. Program level.
3. Department level.
4. Process level.

Establishing such a hierarchy for capturing risk and opportunity ensures that each is managed at the most appropriate level within our organization. Typically, the following categories are assigned to each level in the hierarchy, as shown in the table below.

Business Hierarchy	Risk/Opportunity
Strategic level	Budgets and profitability
Program level	Performance and efficiency
Department level	Resources and targets
Process level	Evaluation and assurance

Flight Systems Inc. has classified its 'risk appetite' as the amount of risk that we are willing to accept in pursuit of an opportunity or the avoidance of risk where each pertains to product and/or system conformity, and which reflect the following considerations:

1. Risk management philosophy per product or process.
2. Capacity to take on or mitigate risk.

3. Our objectives, business plans, and respective stakeholder demands.
4. Evolving industry and market conditions.
5. Tolerance for failures.

Flight Systems Inc. uses registers to help record, assess, respond, review, report, monitor, and plan for the risks and opportunities that we perceive to be relevant. The registers allow our organization to methodically assess each risk and to study each opportunity associated with our organizational context, as well as the needs and expectations of our interested parties. The register records the controls and treatments of risks and opportunities and preserves this knowledge as documented information.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-011	Risk & Opportunities

6.2 Quality Objectives

Flight Systems Inc. sets out its objectives and targets on a regular basis within the management review minutes, where details of program dates and responsibilities are defined. Improvements in quality and performance are incremental and are in keeping with the size and complexity of our organization.

When setting objectives and targets, our organization ensures that they are consistent with the needs and expectations of our interested parties, as defined in Section 4.2, and to our corporate policies. In addition, technological options and financial, operational, and business requirements are considered.

To determine whether our objectives and targets are being met, they are measured and reported as a set of key performance indicators (KPIs). This allows progress to be monitored as metrics are gathered and data is analyzed. KPIs and objectives for our organization include the following aspects:

1. Turnover & profitability.
2. Sales targets & production efficiency targets.
3. Reject and rework & cost of quality targets.
4. Staffing breakdown.

On the basis of the set quality policies and in connection with the application of the ISO 9001 quality management principles, Flight Systems Inc. sets quality objectives that are specified in the register of objectives. All employees are responsible for the fulfillment of the quality policies and subsequent objectives. Managers of all departments are obliged to develop general objectives into objectives applicable to their departments and employees.

Quality Objective	Target	Measure
Compliance with Requirements	Achieve certification by Q2 2025	ISO 9001 Certificate
Enhance Customer Satisfaction	Achieve a 95% customer satisfaction rate.	Customer Satisfaction Score
Increase Product Reliability	Warranty rate less than 1%	Warranty Returns
Reduce Waste	Reduce waste by 50%	Production Loss Rate
Employee Training Programs	Maintain 100% complete employee training.	Employee training records

6.3 Planning for Change

The quality management system is planned and implemented to meet our corporate objectives and the requirements of ISO 9001:2015. The planning process involves establishing and communicating our policies, objectives and associated operational procedures.

This document constitutes our overall plan for establishing, maintaining, and improving the quality management system. For each instance of management system planning, the output is documented and retained accordingly, and changes are conducted in a controlled manner. The management review and the internal audit processes ensure that the integrity of the QMS is maintained when significant changes are planned, which may affect key processes.

Whenever quality management system changes are planned, Top Management ensures that all personnel are made aware of any changes that affect their process, and that subsequent monitoring is undertaken to ensure that QMS changes are effectively implemented.

7 Support

7.1 Resources

7.1.1 General

Resources at Flight Systems Inc. include human resources and specialized skills, infrastructure, technology, work environment, and financial resources. The resource requirements for the implementation, management, control, and continual improvement of the quality management system and activities necessary to enhance customer satisfaction, are defined in our operational procedures, work instructions, and the following sections of this QMS manual:

1. Planning; Section 6.0
2. Management review; Section 9.3
3. Human resources; Section 7.1.2
4. Infrastructure; Section 7.1.3
5. Work environment; Section 7.1.4
6. Planning of product realization; Section 8.1
7. Determination of customer requirements; Section 8.2

7.1.2 People

To ensure the competence of our personnel, job descriptions have been prepared, identifying the qualifications, experience, and responsibilities that are required for each position that affects product and system conformity. Qualifications include desired requirements for education, skills, and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

Qualifications are reviewed upon hire when an employee changes positions or the requirements for a position change. Human Resources maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence. The results of training are then evaluated to determine if it was effective.

All employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the organization are adequately trained to enable them to perform their assigned duties.

Staff training records are maintained to demonstrate competency and experience. Human Resources maintains and reviews the training records to ensure completeness and to identify possible future training needs. Training records are maintained and include, as a minimum, copies of certificates for any training undertaken to date, current job description, and curriculum vitae.

7.1.2.1 Competence

Top management identifies emerging competency needs during management reviews. Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through internal or external recruitment.

Where required, competency training and monitoring is conducted in-house, although for more specialized skills, external seminars or courses are utilized. The effectiveness of training is evaluated and recorded. The company induction includes an introduction to our policies and objectives. Future competency training needs are identified as part of the Management Review process.

7.1.2.2 Awareness

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the organization are adequately trained to enable them to perform their assigned duties.

Where required, awareness training and monitoring is conducted in-house, although for more specialized skills, external seminars or courses are utilized. The effectiveness of awareness training is evaluated and recorded. The company induction includes an introduction to our organization's policy statements and objectives. Future training needs are identified as part of the management review process.

Supporting documentation:

Ref.	Title & Description
eQMS	Training Report

7.1.3 Infrastructure

Flight Systems Inc. is responsible for planning, providing and maintaining the resources needed to achieve product and process conformance, including buildings, workspace and associated utilities; process equipment (hardware and software); and supporting services (such as internal transportation and material handling systems and communications systems). The COO has overall responsibility for managing our facilities and equipment maintenance programs which include:

1. Transportation and material handling equipment management, maintenance and repair.
2. Process and production equipment management, maintenance and repair.
3. Facilities management, maintenance and repair.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-009	Facilities & Infrastructure

7.1.4 Operational Environment

Flight Systems Inc. ensures that our factory, offices, and warehouses comply with relevant health and safety regulations. The COO carries out regular compliance audits to ensure that appropriate standards are maintained. Top management is committed to providing:

1. A place of work that is safe, including all equipment and methods of work.
2. Training, instruction, information, and supervision for employees.
3. A means of safe handling, storage, use, and transportation of equipment, materials, and chemicals.
4. Safe working environment with good lighting, ventilation, safe passageways, stairs and corridors.

7.1.5 Monitoring & Measurement Tools

Flight Systems Inc. has determined the monitoring and measurement activities to be undertaken, as well as the devices needed to provide evidence of validation to specified tolerances and measurement ranges. The frequency of cleaning, maintenance, and calibration is considered in reference to the risks associated with the process. Where necessary, to ensure the validity of results, measuring and monitoring equipment is:

1. Calibrated or verified at specified intervals or prior to use.
2. Calibrated against measurement standards traceable to appropriate measurement standards.
3. Software used for monitoring and measurement is validated using defined parameters prior to use.
4. Protected from damage and deterioration during handling, maintenance, and storage.
5. Safeguarded from adjustments that would invalidate the measurement result.
6. Identified to enable the unit's calibration status to be determined.
7. Safeguarded from use when a unit is found to be out of calibration and the results revalidated.
8. Adjusted or re-adjusted as necessary.

In addition, the Quality Manager assesses and records the validity of previous measurement results when the equipment is found not to conform to requirements. The Quality Manager takes appropriate action on any equipment or product affected. Where equipment is found to be out of calibration, the significance of the error is reviewed, and appropriate action is taken. Records of the results of calibration and validation are maintained as documented information.

Supporting documentation:

Ref.	Title & Description
eQMS	Equipment Report

7.1.6 Organizational Knowledge

Flight Systems Inc. recognizes that organizational knowledge is a valuable resource that supports our quality management activities and ensures continual product and service conformity. There is a strong link between organizational knowledge and the competence of our people, the latter being people's ability to apply knowledge to their work.

To ensure that organizational knowledge is retained and transferred, organizational knowledge is recorded in documented information and is embedded in our processes, products, and services. Examples of organizational knowledge include:

1. Documented information regarding a process, product or service.
2. Previous specifications and work instructions.
3. The experience of skilled people and their processes and operations.
4. Knowledge of technologies and infrastructure relevant to our organization, etc.

Sources of internal knowledge also include our intellectual property, knowledge gained from experience and coaching, lessons learned from failures and successes, capturing and sharing undocumented knowledge and experience, and the results of improvements in processes, products, and services.

Sources of external knowledge often include other ISO standards, research papers, webinars from conferences, or knowledge gathered from customers, stakeholders, or other external parties. Flight Systems Inc. determines and reviews internal and external sources of knowledge, such as:

1. Lessons learned from non-conformities, corrective actions, and the results of improvement.
2. Gathering knowledge from customers, suppliers, and partners, benchmarking against competitors.
3. Capturing knowledge existing within the organization, e.g., through mentoring/succession planning.
4. Sharing knowledge with relevant interested parties to ensure the sustainability of the organization.
5. Knowledge from conferences, attending trade fairs, networking seminars, or other external events.

8 Product & Service Development

8.1 Operational Planning & Control

Flight Systems Inc. establishes and implements documented plans and procedures that describe the processes (Refer to Section 4.3.2) and the controls required for the provision of products and services in cognizance of the objectives, the potential for planned or unintended change, and the risks and opportunities identified in Section 6.1. During this planning phase, management or other responsible personnel identify the following parameters:

- Objectives and requirements for the product or service.
- Verification, validation, monitoring, inspection, and test requirements.
- Documented information to demonstrate conformity.
- Document information to demonstrate process effectiveness.
- Necessary resources or outsourced processes and their controls.
- Criteria for process performance and product/service acceptance.
- Potential consequences and mitigation to change affecting input requirements.
- Resources necessary to support the ongoing operation and maintenance of the product.

The output of planning activity includes documented plans, resource schedules, processes, equipment requirements, procedures, and design outputs.

8.2 Customer Requirements

8.2.1 Customer Communication

In accordance with our commitment to exceed our customers' expectations, Flight Systems Inc. highlights effective customer communication as an essential element of delivering customer satisfaction. Appropriate handling of customer communication helps to reduce customer dissatisfaction and, in many cases, turn a dissatisfying scenario into a satisfying experience. Customer communication occurs through the following formats, events, and processes:

1. Brochures, specifications, or technical data sheets relating to our products and services.
2. Enquiries, quotations and order forms, invoices, and credit notes.
3. Confirmation of authorized orders and amended orders.
4. Delivery notes and certificates of conformity.
5. E-mails, letters, and general correspondence.
6. When customer property is handled or controlled.
7. Customer feedback and complaints management process.

The Customer Service Team, Sales, and Marketing Departments are responsible for establishing methods of communication with our customers to ensure inquiries, contracts, or order handling, including amendments, customer feedback, and complaints, are handled expeditiously and professionally.

8.2.2 Determining Requirements

Flight Systems Inc. develops appropriate requirements to ensure that we satisfy the needs and expectations across the socio-technical environment, including those of our customers, stakeholders, or relevant interested parties. Flight Systems Inc. ensures that customer requirements are clearly articulated

and that their requirements are captured and understood before the acceptance of an order. Customer requirements include the following:

1. Previous customer requirements which pertain to current parts being ordered.
2. Statutory and regulatory requirements related to the product.
3. Other non-customer specified performance requirements.
4. Any additional requirements determined by Flight Systems Inc.
5. Requirements not stated by the customer but which are necessary for specified or intended use.

This customer-driven process requires clear and often repeated customer interaction to understand the customer's needs.

8.2.3 Review of Requirements

Prior to committing to the customer, Flight Systems Inc. ensures and confirms our capacity to supply the required product or service. Pre-acceptance reviews are conducted to ensure that:

1. Product requirements are defined and are appropriate.
2. Requirements are defined for delivery and post-delivery activities such as product or service support.
3. Requirements not stated by the customer, but which are necessary for intended use are appropriate.
4. Any additional requirements determined by Flight Systems Inc. are appropriate.
5. Contract or order requirements differing from those previously expressed are resolved.
6. Flight Systems Inc. has the ability to meet the defined requirements.
7. Documented information is retained and maintained, showing the results of the review.

Customer requirements are confirmed before acceptance by the exchange of contracts and purchase orders via appropriate electronic or hard copy formats.

8.2.4 Changes in Requirements

Flight Systems Inc. ensures that all relevant documented information relating to changes in product or service requirements is authorized and amended where necessary and that all relevant personnel are made aware of the documented requirement changes.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-006	Sales & Customer Service

8.3 Design & Development

8.3.1 General

The design and development activity transforms the input requirements into conforming product or service outputs. Flight Systems Inc. has implemented a design and development process to allow for effective product or service provision.

The design and development process is carried out under controlled conditions while all activities are planned and documented. Design and development activities targeted at controlling risk are supported by documented information.

All designs are reviewed at appropriate stages and, where applicable, are validated. The design and development output are verified before it is released to production. Our design and development practice incorporates appropriate review activities where required, including standard/code review, peer review, creator self-review, or independent review.

8.3.2 Planning

At the start of the design process, Flight Systems Inc. reviews the available requirements and specifications and identifies the key stages of the design process. Design and development stages, including organization, task sequence, mandatory steps, significant stages, and methods of configuration control, are established. Where appropriate, our organization considers and implements the following activities:

1. Assigning responsibilities and authorities for the design and development process.
2. Determining and scheduling required design review meetings.
3. Verification and validation activities appropriate to each stage.
4. Determining the nature, duration, and complexity of the design and development activities.
5. Identification of internal and external resources.
6. Determining the need to control interfaces between personnel involved.
7. Identification of multi-disciplinary interfaces whose input is required.
8. Determining the need for involvement of customers and users in the process.
9. Determining the requirements for subsequent provision of products and services.
10. Determining the level of control expected by customers and other relevant interested parties.
11. Determining the documented information needed to demonstrate that requirements have been met.

By structuring the design effort into significant elements and by analyzing the elements and the necessary resources for design and development, Flight Systems Inc. identifies responsible personnel, design content, input data, planning constraints, and performance conditions. The input data specific to each element is reviewed to ensure consistency with customer requirements.

8.3.3 Inputs

Design inputs, such as customer data, drawings, specifications, standards, regulations, etc., are checked to confirm that they are adequate and unambiguous. Any conflicting or ambiguous requirements are discussed and resolved with the originator, and the outcome is retained as documented information. Flight Systems Inc. also considers the following:

1. Functional and performance requirements.
2. Information derived from previous, similar designs.
3. Statutory and regulatory requirements.
4. Commitments to implement any standards or codes of practice.
5. Consequences of failure due to the nature of the products or services.

If the project involves modifying an existing company design, then the impact of the changes on component parts, stocks, and delivered products is also evaluated.

8.3.4 Controls

Flight Systems Inc. controls the design and development process to ensure that the results to be achieved are defined and that corrective action is taken where problems or changes are identified during design reviews and verification or validation activities.

Our designs are verified by reference to similar, proven designs or by carrying out alternative calculations to ensure that the input requirements are met. Verification is usually carried out as part of the design review process, the results of which are retained as documented information.

Design and development validation is performed to ensure that the resultant products or services are capable of meeting the requirements for the specified application or intended use, where known, prior to release for delivery or implementation.

Where it is impossible to perform full validation prior to delivery or implementation, partial validation is performed to the extent applicable. Where tests are necessary for verification and validation, tests are planned, controlled, reviewed, and documented to ensure and prove the following:

1. The correct configuration of the product is submitted for testing.
2. The requirements of the test plan and the test procedures are observed.
3. The acceptance criteria are met.

At appropriate stages, the design is reviewed to ensure it meets the specified input requirements and identifies and resolves any problems. These actions are recorded. The review includes all relevant stakeholders. Records of key decisions are retained. The design review includes the:

1. Evaluation of results to determine whether they fulfill requirements.
2. Identification of problems and proposals for corrective actions.
3. Authorization to progress to the next design and development stage.

8.3.5 Outputs

The outputs of the design and development process are retained as documented information and expressed in terms of requirements, calculations, analysis, or other means that can be verified against input requirements. The resulting outputs satisfy the design requirements, provide adequate information on production and service operations, make reference to acceptance criteria, and specify characteristics essential for the safe and proper use of the product.

8.3.6 Changes

Flight Systems Inc. ensures that changes made during or after the design and development requirements are identified and retained as documented information. Any changes are reviewed, verified, validated, and approved. The review of design development changes includes evaluating the adverse effects of those changes on constituent products already delivered.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-001	Design & Development

8.4 Control of Suppliers & External Processes

8.4.1 General

The purchasing process is essential to our organization's ability to provide our customers with products and services that meet their requirements. Flight Systems Inc. ensures that all purchased products or services that are incorporated into our final products conform to our specified requirements.

Flight Systems Inc. accomplishes this by closely working with a network of external suppliers. Performance and capability are continually assessed through periodic 2nd party audits, performance data analysis, and inspection or verification of the supplied products or services.

The type and extent of control applied to our suppliers and the purchased product is dependent upon the effect that the outsourced product or service may have on our final product or service. The following considerations are taken into account by:

1. Ensuring that we understand the capabilities and competencies of potential outsourcing suppliers.
2. Ensuring that we clearly communicate the roles and responsibilities of the outsourcing supplier.
3. Defining the quality requirements for the outsourced process, activity, or product.
4. Establishing upfront the criteria for and review of deliverables, frequency of inspections, and audits.
5. Selecting and qualifying appropriate outsourcing suppliers.

It is the responsibility of the Purchasing Department to evaluate and select suppliers based on their ability to supply products or services in accordance with specified requirements. Additionally, other internal resources may be called on to assist as required. The criteria for the selection, evaluation, and re-evaluation are defined in the Purchasing & Procurement process, while records of the results of evaluations and any necessary actions arising from the evaluation are maintained.

8.4.2 Purchasing Controls

Purchased items are checked against the purchase order to confirm identity and quantity. Satisfactory items are placed in stock. If items are rejected on receipt, a non-conformance report is raised, and the supplier is contacted to arrange replacement or credit. Flight Systems Inc. has established and implemented a process of inspection to ensure that purchased products conform to:

1. Purchase orders and delivery notes.
2. Product specifications.
3. National or international standards.

Where appropriate, risk control measures are applied to outsourced processes or products. Risk control measures and their importance are documented within the purchasing data and clearly communicated to the supplier.

8.4.3 Purchasing Information

Flight Systems Inc. uses purchase orders to describe the product or service to be purchased. Designated individuals within the company create purchase orders using the company system. They also ensure the adequacy of the requirements that are specified by the purchase order prior to release. Each purchase order includes, where appropriate:

- Identification of product or service to be delivered, quantity, delivery date, and cost.
- Requirements for approval or qualification of product, procedures, processes or equipment.
- Requirements of the quality management system and the qualification of personnel.

Where appropriate, the roles and responsibilities for risk management on the part of the manufacturer or supplier are defined as part of the purchasing requirements. In addition, prescribed risk control measures are included in the purchasing requirements as part of the purchasing information, which is clearly communicated to the supplier or manufacturer.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-003	Purchasing & Procurement

8.5 Production & Service Provision

8.5.1 Control of Production & Service Provision

To manage planning, administrative support, and work implementation, our organization's policy is to outline the work methods, the applied controls, and the necessary records. Process control activities encompass various aspects of quality, closely tied to quality control. The following controlled conditions are applied as appropriate:

- Quality control checks are performed using appropriate measuring equipment.
- Handling, storage, and transportation.
- Evidence of completed inspections.
- Detailed process work instructions and specifications for all products.
- Criteria for workmanship, competence, and plant maintenance.

In cases where special processes are employed, the results of which cannot be easily checked, including any processes where deficiencies become apparent only after the product is in use, validation demonstrates the ability of these processes to achieve planned results by:

- Defining qualification criteria and approval of special processes prior to use.
- Defining criteria for review and approval of the processes.
- Approval of equipment and qualification of personnel.
- Use of specific methods and procedures.
- Requirements for records.
- Revalidation.

8.5.2 Identification & Traceability

To preserve the conformance of products to customer requirements during internal processing and delivery, Flight Systems Inc. identifies the product throughout the product realization process in accordance with the Production & Service Provision Procedure.

- Stored equipment and materials are identified by type, description, and inspection status.
- Unacceptable items are identified as such and are removed from the usual workflow.
- All inquiries are identified with a unique estimate number allocated on receipt.
- Subsequent orders are identified by contract number.

8.5.3 3rd Party Property

We identify, verify, protect, and maintain customer property provided for use. The Quality Manager ensures that lost, damaged, or unsuitable customer property is recorded and immediately reported to the customer.

In cases where the customer provides drawings, specifications, etc., they are managed as documented information. Customer property can also include customer-owned materials, tools (including packaging), tooling (including test/inspection tooling and equipment), and intellectual property.

8.5.4 Preservation

Flight Systems Inc. ensures that all products and materials are handled and stored appropriately at all stages of the development cycle to prevent damage or deterioration:

- Components and products are handled and stored in a manner that prevents damage or deterioration, pending use or delivery.
- Each department ensures controls are implemented to prevent mixing conforming and non-conforming materials.
- Packing ensures specified or original manufacturing packaging is utilized.
- All products are suitably packed to prevent deterioration or damage during storage and delivery.

8.5.5 Post-delivery Activities

Flight Systems Inc. determines customer requirements before acceptance of an order. Customer requirements include the following:

- Previous customer requirements that pertain to current part numbers being ordered.
- Requirements not stated by the customer but necessary for specified use or intended use.
- Statutory and regulatory requirements related to the product.
- Requirements required for delivery and post-delivery activities such as product support.
- Any additional requirements determined by Flight Systems Inc.

8.5.6 Control of Changes

Changes to the design and development requirements are identified and recorded. Any changes are reviewed, verified, validated, and approved. The review of design development changes includes evaluating the effects of those changes on constituent products already delivered. All results relating to the review of changes are retained as documented information.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-002	Manufacturing

8.6 Release of Products & Services

The Quality Manager has overall responsibility for planning and implementing the inspection and test activities needed to verify that product requirements are met at appropriate stages of the product realization process.

Products are not used until they are inspected or verified as conforming to requirements, except when the product is released under positive-recall procedures pending completion of all required measurement and monitoring activities.

When the organization uses sampling inspection as a means of product acceptance, the plan is statistically valid and appropriate for use. The plan precludes the acceptance of lots whose samples have known nonconformities. When required, the plan is submitted for customer approval.

Documented information is retained to indicate the person authorizing the release of the product. Product release and service delivery do not proceed until all the planned arrangements have been satisfactorily completed unless otherwise approved by a relevant authority and, where applicable, by the customer.

Measurement and acceptance criteria that are necessary for product acceptance are retained as documented information; subsequent acceptance records form the production documentation evidence, which includes the following information:

- Criteria for acceptance and rejection.
- Locations in the process sequence where measurement and testing operations were performed.
- Types of measurement instruments used, including any instructions associated with their use.
- Test records showing actual test results where required by the specification or acceptance test plan.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-002	Manufacturing
FSI-QMS-PRC-015	Shipping

8.7 Control of Non-conforming Outputs

It is our organization's policy to detect, control, and rectify any aspect of an output that does not conform as quickly and efficiently as possible. Where necessary, any product or service output that does not conform to requirements is properly identified and controlled to prevent unintended use or delivery. The non-conformity is analyzed, and the cause(s) are investigated.

Improvement actions are implemented to ensure the non-conformance does not reoccur. Once the non-conforming outputs are corrected, the outputs are then verified for conformity against requirements. Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorized concessions are documented as evidence of acceptance.

Supporting documentation:

Ref.	Title & Description
eQMS	Corrective Action

9 Performance Evaluation

9.1 Monitoring, Measurement, Analysis & Evaluation

9.1.1 General

Flight Systems Inc. applies suitable methods for determining which aspects of the quality management system and its processes are to be monitored, measured, and evaluated. The frequency and methods by which our processes are monitored, measured, and evaluated are determined and informed by:

1. Statutory and regulatory requirements.
2. Customer feedback and specification requirements.
3. Process and QMS requirements.
4. Process performance and audit results.
5. Level of risk and types of control measure.
6. Trends in non-conformities or corrective actions.
7. Criticality for product conformity.

All monitoring, measuring, and evaluation outputs are documented and analyzed to determine process effectiveness to ensure their effectiveness in achieving in-tolerance results, and to identify opportunities for improvement.

1. In-process checks relate to both quality control and productivity checks.
2. Provision is made for the identification and resolution of non-conformances.
3. The emphasis is to prevent any problems which might affect customer satisfaction.
4. In-process checks are performed and documented.
5. Where specific inspection points are required, these are identified at the contract planning phase.

Where applicable, test and inspection records are retained as documented information for a minimum of three years. This documented information includes details of the final inspection authority to confirm that all critical parameters were in accordance with established requirements and specifications. Additionally, product samples are stored for a minimum of five years.

Products are not normally released or delivered until all planned inspections and tests have been completed, and that documented information exists to provide evidence of conformity with acceptance criteria and identifying the person(s) authorizing release. In rare cases (due to customer requirements and/or production emergencies), unverified products may be released or delivered under controlled conditions of positive recall, as documented and authorized by the Quality Manager and, where applicable, approved by the customer.

9.1.2 Customer Satisfaction

The Quality Manager monitors information and trends relating to customer perception and whether the organization has fulfilled the customers' requirements. Customer complaints, whether received in writing, verbally, or electronically through our website's customer contact form, are immediately forwarded to appropriate Customer Service personnel for action. If the problem cannot be resolved, the complaint is escalated to the Sales Manager or another manager for resolution.

Customer survey data, along with other customer feedback, including written or verbal complaints and information collected via the customer feedback form, are reviewed by the Quality Manager, who initiates appropriate corrective actions. The level of customer satisfaction is monitored using various sources of customer data:

1. Product returns and warranty claims.
2. Repeat customers and trends in market share.
3. Analysis of customer complaints and customer satisfaction surveys.
4. Recognition and consumer awards.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-004	Customer Satisfaction

9.1.3 Analysis and Evaluation

Top management and other managers and supervisors collect and analyze data using appropriate statistical techniques to determine the suitability and effectiveness of key quality management system processes applicable to their area(s) of responsibility and to identify opportunities for improvement. At a minimum, data is analyzed to assess the achievement of the corporate-level objectives and customer requirements.

A process is effective if the desired results are measurably achieved. Effectiveness is measured in terms of product quality, process accuracy, delivery schedule performance, cost and budgetary performance, employee function performance against established objectives, and levels of customer satisfaction. To identify strengths, weaknesses, threats, and opportunities in our quality management system, Flight Systems Inc. monitors and analyzes trends using the following quality data points:

1. Characteristics of processes, products, and their trends.
2. Conformity to product, customer, and legal requirements.
3. Customer satisfaction and perception data.
4. Supplier and external provider performance data.
5. Results of actions taken to address risks and opportunities.
6. Effective implementation of QMS planning.
7. Improvement opportunities identified during internal audits and management reviews.

Control limits for process and product performance are expressed as objectives and disseminated via documented information as appropriate. Flight Systems Inc. undertakes corrective action when the data shows a trend toward the defined control limit. Employees who utilize statistical tools to analyze, measure, and verify outputs are sufficiently competent to ensure the proper deployment of these techniques.

9.2 Internal Audit

Internal audit results are critical inputs that help to assess the effectiveness of our quality management system. Flight Systems Inc.'s internal audits use risk-based thinking and the notion of continual improvement as the main drivers. Internal audits are conducted at planned intervals to determine

whether the quality management system conforms to our organization's planned arrangements and to the requirements of ISO 9001:2015.

Flight Systems Inc.'s internal audit program is based upon a strategy that considers the status and importance of each process that comprises our quality management system. The audit frequency is based upon process performance trends, results from previous audits, levels of customer satisfaction, rates of non-conformity and corrective action, etc., to ensure that our organization focuses on the aspects that affect product and process conformity the most.

The criteria, scope, frequency, and methods of each audit are defined in our audit plan. The selection of trained auditors and their subsequent impartial conduct ensures objectivity throughout the audit process. Each Auditor ensures that:

1. The results of each are reported to the Quality Manager.
2. That timely appropriate corrective action is undertaken where required.
3. They retain documented information such as audit checklists and audit reports as evidence of the effective implementation of the audit program in respect of each audit.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-014	Internal Audits

9.3 Management Review

9.3.1 General

To ensure the continued suitability, adequacy, and effectiveness of our quality management system in meeting our organization's strategies, Top Management conducts formal management review meetings at planned intervals.

9.3.2 Inputs

The primary inputs that are reviewed comprise data from conformance and performance measurements that are gathered at key quality data points from various processes. Subsequent recommendations for improvement are based on the evaluation of such measurements.

Conformance is primarily assured through internal audits and demonstrated through a review of audit results and our demonstrated ability to detect, correct, and prevent problems. Performance is primarily assured through the deployment of corporate and operational level objectives and through the review of our demonstrated ability to achieve desired results.

9.3.3 Outputs

The primary outputs of management review meetings are management actions that are taken to make changes or improvements to our quality management system. During management review meetings, Top Management will identify appropriate actions to be taken regarding the following issues:

1. Improvement of the effectiveness of the quality management system and its processes.
2. Improvement of products related to customer requirements.
3. Opportunities and risks.
4. Resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our quality management system and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions and their due dates are recorded in the management review minutes.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-012	Management Reviews

10 Improvement

10.1 General

To determine and select opportunities for improvement to implement any necessary actions to meet the requirements of customers and relevant interested parties or to enhance customer satisfaction, Flight Systems Inc. drives improvement via the analysis of relevant data. The data inputs for the improvement process include:

1. Risk and opportunity evaluations.
2. Assessment of the changing needs and expectations of interested parties.
3. The conformity of existing products and services.
4. The effectiveness of our QMS.
5. Supplier performance.
6. Levels of customer satisfaction, including complaints and feedback.
7. Internal and external audit results.
8. Corrective action and non-conformance rates.
9. Data from process and product characteristics and their trends.

Flight Systems Inc. also ensures that opportunities for improvement from daily feedback on operational performance are evaluated by the Quality Manager, which is typically implemented through the corrective action system. Opportunities for improvement from the analysis of longer-term data and trends are evaluated and implemented through the management review process and are prioritized with respect to their relevance for achieving our quality objectives.

The overall effectiveness of the continual improvement program (including corrective actions taken as well as the overall progress towards achieving corporate-level improvement objectives) is assessed through our management review process.

10.2 Non-conformity & Corrective Action

Evidence of non-conformance, customer dissatisfaction or process weakness is used to drive our continual improvement system. Since problems may already exist, they will require immediate correction and possible additional action aimed at eliminating or reducing the likelihood of its recurrence.

Management with responsibility and authority for implementing corrective action are notified promptly of product or process non-conformities. Investigating and eliminating the root cause of these failures is a critical part of our continual improvement process.

Flight Systems Inc. takes action to eliminate the cause of non-conformities to prevent their recurrence. Corrective actions are appropriate to the effects of the non-conformities encountered. The documented Corrective Action Procedure defines the requirements for:

1. Reviewing non-conformities, including customer complaints and product returns.
2. Determining the causes of product non-conformities and process deficiencies.
3. Evaluating the need for action to ensure that non-conformities do not recur.
4. Determining and implementing action needed.
5. Recording and reviewing the results of actions taken.

Follow-up audits are conducted in accordance with the internal audit process to ensure that effective corrective action is taken and that the action is appropriate to the impact and nature of the problem encountered. In addition, the Quality Manager summarizes and analyzes corrective action data to identify trends to assess the overall effectiveness of the corrective action system and to develop related recommendations for improvement.

The resulting corrective actions are reviewed for effectiveness and are reported to Top Management to determine if changes to the QMS are required, or whether any new risks or opportunities need to be considered during planning. Documented information concerning the nature of any non-conformances and their resulting corrective actions is retained.

Corrective actions are considered effective if the specific problem was corrected and data indicates that the same or similar problems have not recurred. Results of data analysis and subsequent recommendations are presented to top management for review.

Supporting documentation:

Ref.	Title & Description
eQMS	Non-conforming & Corrective Action

10.3 Improvement

Flight Systems, Inc. continually improves the effectiveness of its quality management system through the effective application of the corporate policies, objectives, auditing and data analysis, corrective and preventive actions and management reviews.

The continual improvement process begins with the establishment of our corporate policies and objectives for improvement, based on objectives contained in our Business Plan and customer targets and goals. Customer satisfaction, internal audit data, process and product performance data, and the cost of poor quality or risk control are then compared against objectives or KPIs to identify additional opportunities for improvement.

The overall effectiveness of continual improvement program, including corrective actions taken, as well as the overall progress towards achieving corporate level improvement objectives, are assessed through our management review process.

Supporting documentation:

Ref.	Title & Description
FSI-QMS-PRC-010	Improvement

Appendices

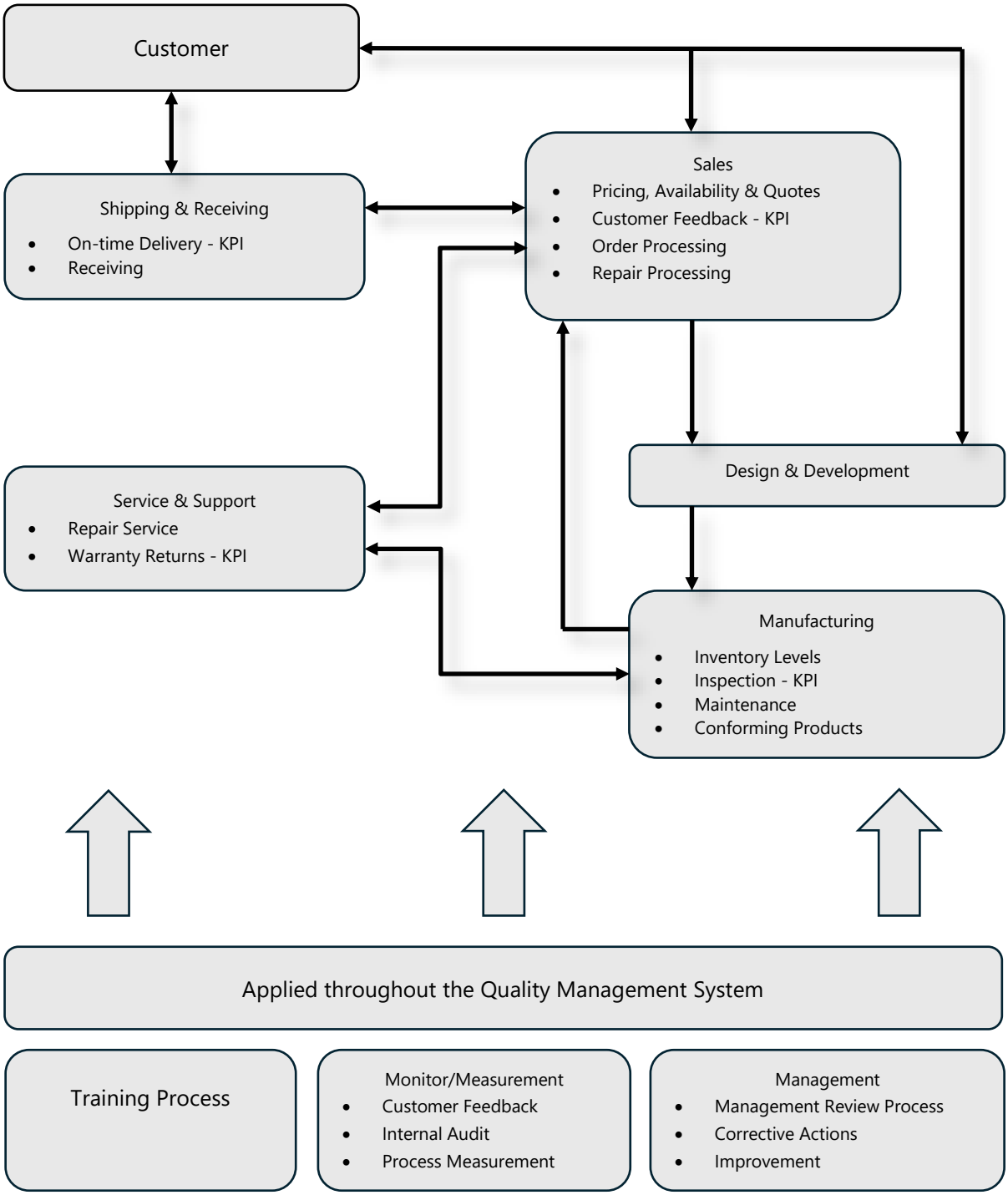
A.1 Correlation Matrix

This section provides a matrix to correlate the requirements of ISO 9001:2015 against the relevant sections in this document and should be used to determine where the new and amended clauses are located.

ISO 9001:2015		This Document	
4.0	Context of the Organization	4.0	About our Organization
4.1	Understanding the Organization and its Context	4.1	Organizational Context
4.2	Needs and Expectations of Interested Parties	4.2	Relevant Interested Parties
4.3	Scope of the Quality Management System	4.3.1	Management System Scope
4.4	Quality Management System and its Processes	4.3.2	Management System Processes
5.0	Leadership	5.0	Leadership & Governance
5.1	Leadership and Commitment	5.1	Leadership & Commitment
5.1.1	Quality Management System	5.1.1	Quality Management System
5.1.2	Customer Focus	5.1.2	Customer Focus
5.2	Quality Policy	5.1.3	Quality Policy
5.2.1	Establishing the Quality Policy	5.1.3.1	Establishing the Quality Policy
5.2.2	Communicating the Quality Policy	5.1.3.2	Communicating the Quality Policy
5.3	Roles, Responsibilities and Authorities	5.2	Roles, Responsibilities & Authorities
6.0	Planning for the Quality Management System	6.0	Management System Planning
6.1	Actions To Address Risks and Opportunities	6.1	Addressing Risk & Opportunities
6.2	Quality Objectives & Planning to Achieve Them	6.2	Quality Objectives
6.3	Planning of Changes	6.3	Planning for Change
7.0	Support	7	Support
7.1	Resources	7.1	Resources
7.1.1	General	7.1.1	General
7.1.2	People	7.1.2	People
7.1.3	Infrastructure	7.1.3	Infrastructure
7.1.4	Environment for the Operation of Processes	7.1.4	Operational Environment
7.1.5	Monitoring and Measuring Resources	7.1.5	Monitoring and Measuring Tools
7.1.6	Organizational Knowledge	7.1.6	Organizational Knowledge
7.2	Competence	7.1.2.1	Competence
7.3	Awareness	7.1.2.2	Awareness
7.4	Communication	5.3	Communication
7.5	Documented Information	4.3.4	Documented Information
7.5.1	General	4.3.4.1	Management System Documents
7.5.2	Creating and Updating	4.3.4.2	Creating and Updating
7.5.3	Control of Documented Information	4.3.4.3	Controlling Documented Information
8.0	Operation	8.0	Product & Service Development
8.1	Operational Planning and Control	8.1	Operational Planning and Control
8.2	Requirements for Products and Services	8.2	Customer Requirements
8.2.1	Customer Communication	8.2.1	Customer Communication

ISO 9001:2015		This Document	
8.2.2	Determining Requirements Related to Products	8.2.2	Determining Requirements
8.2.3	Review of Requirements Related to the Products	8.2.3	Review of Requirements
8.2.4	Changes to Requirements for Products/Services	8.2.4	Changes in Requirements
8.3	Design and Development of Products	8.3	Design and Development of Products
8.3.1	General	8.3.1	General
8.3.2	Design and Development Planning	8.3.2	Planning
8.3.3	Design and Development Inputs	8.3.3	Inputs
8.3.4	Design and Development Controls	8.3.4	Controls
8.3.5	Design and Development Outputs	8.3.5	Outputs
8.3.6	Design and Development Changes	8.3.6	Changes
8.4	Externally Provided Products & Services	8.4	Control of Suppliers & External Processes
8.4.1	General	8.4.1	General
8.4.2	Type & Extent of Control of External Provision	8.4.2	Purchasing Controls
8.4.3	Information for External Providers	8.4.3	Purchasing Information
8.5	Production and Service Provision	8.5	Production & Service Provision
8.5.1	Control of Production and Service Provision	8.5.1	Control of Production & Service Provision
8.5.2	Identification and Traceability	8.5.2	Identification & Traceability
8.5.3	Customer or External Provider's Property	8.5.3	3rd Party Property
8.5.4	Preservation	8.5.4	Preservation
8.5.5	Post-Delivery Activities	8.5.5	Post-Delivery Activities
8.5.6	Control of Changes	8.5.6	Control of Changes
8.6	Release of Products and Services	8.6	Release of Products and Services
8.7	Non-conforming Process Outputs and Products	8.7	Control of Non-conforming Outputs
9.0	Performance Evaluation	9.0	Performance Evaluation
9.1	Monitoring, Measurement, Analysis & Evaluation	9.1	Monitoring, Measurement, Analysis & Evaluation
9.1.1	General	9.1.1	General
9.1.2	Customer Satisfaction	9.1.2	Customer Satisfaction
9.1.3	Analysis and Evaluation	9.1.3	Analysis and Evaluation
9.2	Internal Audit	9.2	Internal Audit
9.3	Management Review	9.3	Management Review
9.3.1	General	9.3.1	General
9.3.2	Management Review Inputs	9.3.2	Inputs
9.3.3	Management Review Outputs	9.3.3	Outputs
10.0	Improvement	10.0	Improvement
10.1	General	10.1	General
10.2	Non-Conformity and Corrective Action	10.2	Non-Conformity & Corrective Action
10.3	Continual Improvement	10.3	Continual Improvement

A.2 Sequence & Interaction of Processes



A.3 Organizational Chart