QUALITY MANUAL

FOR

KORRY ELECTRONICS CO.

Prepared by:
Korry Electronics Co.
11910 Beverly Park Road
Everett, WA 98204
http://www.korry.com
CAGE 81590

RECORD OF REVIEW AND HISTORY

REV	DESCRIPTION	APPROVED	
		DATE (YYYY-MM-DD)	BY (Finitial/Lname)
-	New Release. Supersedes Korry Electronics Company's AS9100 Quality Manual, PO910000 Rev. 12/19/2012. Per ECO0118315.	2013-03-25	J. Lee
A	Updated sections 2.3, 6.2.2, 7.5.1.4, 7.5.5 to reference current documentation numbers. Figures 1 and 2 were updated. Per ECO0120039.	2014-01-29	J. Lee
B	Updated sections 1.2, 2.3, 3.5 and 7. Reference ECO0129027	2015-01-15	J. Lee
C	Updated section 5.6.2. Per ECO0131576.	2015-03-04	J. Lee
D	Updated section 1.2, 2.3, 5.1, 5.3, 7.4.3. Per ECO0140521.	2016-12-05	J. Lee
E	Combined PO700001 and rewritten to address ISO 9001:2015 and AS9100 Rev D requirements. Per ECO0143678.	2018-01-16	J. Lee
F	Updated to current practices based on changes due to transfer from Esterline to Transdigm. Per ECO0150785.	2019-06-15	S. Younger
G	Typos correction, remove CAAC certification from 4.2, obsolete document CI100 from section 4.4.2 figure 2, changed FAB WI reference in section 8.5.1.2, Product Support changed to repair station in Sec 8.5.5, QMSR frequency update in Sec 9.2.2, correction of job titles updated in Appendix A, and Update of 9.1.2 Customer Satisfaction. Per ECO0151399	2019-06-19	S. Younger

H	Update to Quality Manual to include PR-106057, PR-106478, PR-106488, and PR-106649. Document updated from EHS010 to PDP-0303 in section 4.2.2., and a few clerical issues throughout the document. Changes per ECO0156445.	2021-04-09	M. Gravert
J	Update section 10.1 and 10.3 to remove kaizen events and section 7.5.3.2b to add storage and preservation, including preservation of legibility to better align with AS9100 standard. Changes implemented per PR-106817. Appendix A update to include all sub-tier documents that get sent to FAA MIDO. Section 8.5.5 updated to align with FAA requirements. Changes per ECO0157617.	2021-10-11	M. Gravert
K	Update section 2. to remove reference to QA020. Update Quality Policy in section 5.2.1. Update 7.3 to remove the reference to Obeya area and change reference to QA050 instead of QA020. Minor updates for clarification. Changes per ECO0161562.	2023-04-07	F. Olney
L	Complete rewrite. Removed unnecessary verbiage. Updated 4.5.e reference to 45.15. Created D46902-001 to replace Appendix A. Per ECO0166234.	2024-08-19	V. Ginzburg

See separate ECO for revision approvals.

Initiated by   Lada Hekala, Lead Auditor Quality Assurance   2013-01-11

See separate release record for release approvals.

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Rev A - 04/2022

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3

TABLE OF CONTENTS

Generic_DID_Template.dotx
Rev A - 04/2022

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4

Generic_DID_Template.dotx
Rev A - 04/2022

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5

LIST OF FIGURES

1. INTRODUCTION

This is the Quality Manual for the Korry Electronics Co. Paragraph numbering and organization matches AS9100 revision D as an aid to mapping requirements from the Quality Management Systems standard.

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Rev A - 04/2022

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7

2. DOCUMENTS

All cited documents refer to the latest released revision.

KORRY ELECTRONICS CO.

Korry Document	Title
D3.300	General Calibration Procedure for Measurement and Test Equipment
D33924	Configuration Management Plan
D35524-001	Electronic Component Management Plan (ECMP) Flowdowns
D38396	Software Configuration Management Plan (SCMP)
D46902	Quality Manual
D46902-001	Quality System Mapping to Applicable FAA PMA and FAA TSO Requirements
D46902-01	Management and Support process map
D46902-02	Customer process map
D49602-03	Engineering process map
D49602-04	Materials process map
D49602-05	Production process map
D48054	Obsolescence Management Plan
D48055	Counterfeit Parts Control Plan
D49620	Enterprise Change Order Process
D49628	Record Control Plan
D49628-003	Management Review Records
D49628-017	Approved Supplier Records
D49628-027	Evidence of Completed Steps
D49628-037	Customer of Government Owned Property
D49628-040	Shipper and Certificate of Compliance
D49629	Non-Conforming (Discrepant) Material Procedure
D49630	Notice of Escape (NOE)
D49631	Corrective Action (CA) Procedure
D49682	Auditing Process
D49887	Repair Station Manual for FAA Repair Station
D49926	Foreign Object Debris (FOD) Prevention Process
D50274	ESD Handling Procedure
D50322	Special Process Procedure
D51095	Engineering Service Request (ESR) Process
D51166	Product Development Process (PDP)
D51757	Fabrication, In-Process and Final Inspection Procedure
D51758	Korry First Article Inspection Procedure
D51759	Work Transfer Process for Buy to Buy Transfers
D51760	Training Process
D52469	TSO Major/Minor Change Classification Procedure
D52719	Key Characteristics – Identification and Variation Management
D55255	Supplier Quality Manual
MP151	Resistance Spot Welding

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Rev A - 04/2022

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8

MP237	Laser Welding Stainless Steel
MP287	General Application for Paint and Ink
MP319	Soldering Using Solder Paste
MP320	Soldering Using Wire Cored Solder
PO700001	Organization
CI200	Procedure for Risk Management
CO100	Contracts WI & Reference Manual
CS100	Customer Service WI & Reference Manual
DM100	Technical Document Review
PDP-0206	Software Plan
PDP-0207	Verification Plans
PDP-0302	System Verification
PDP-0303	Reliability Maintainability Safety Analysis
PDP-0305	Design Verification
PDP-0309	Production Verification
PDP-0401	Requirements Verification
PDP-0402	Qualification Test and Report
PLAN080	Serialization for Job Orders
PLAN130	Positive Recall Process
PLAN140	Job Order Process
QA050	QMS Documentation Procedure
SH002	Standard Steps for Shipping
SQE010	Purchase Order Quality
SQE030	Supplier Evaluation Approval and Maintenance
SQE080	Purchase of Parts from non-franchised or Authorized Distributors
SR-008	Shelf Life Control Policy and Procedure
SR-009	Lot Tracking and Lot Traceability
STMP010	Inspection Stamp Control
TO001	Tooling

COMMERCIAL STANDARDS

AS5553   Fraudulent/Counterfeit Electronic Parts; Avoidance, Detection, Mitigation, and Disposition

AS9100   Quality Management Systems – Requirements for Aviation, Space and Defense Organizations

AS9102   Aerospace First Article Inspection Requirement

AS9103   Aerospace Series – Quality Management Systems – Variation Management of Key Characteristics

AS9115   Quality Management Systems – Requirements for Aviation, Space and Defense Organizations – Deliverable Software

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Rev A - 04/2022

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9

3. TERMS AND DEFINITIONS

For the purposes of this Quality Manual, the terms and definitions given in ISO 9000 apply.

Throughout the text of this Quality Manual, wherever the term "product" occurs, it can also mean "service".

3.1 Risk

An undesirable situation or circumstance that has both a likelihood of occurring and a potentially negative consequence.

3.2 Parts Manufacturing Authorization (PMA) and Technical Standard Order (TSO)

Two different flightworthiness certification programs covered by 14 CFR part 21 for providing spare parts for aftermarket sustainment of commercial aircraft.

4. Context of the organization

4.1 Understanding the organization and its contexts

Korry Electronics Co. (Korry) is a specialized manufacturing company serving principally aerospace and defense markets.

Korry was established in 1937.

Korry produces filters, knobs, indicators, switches, panels, controls, and displays used primarily in the commercial and military aerospace markets.

The facility is located in Everett, WA, at the following location:

11910 Beverly Park Road
Everett, Washington
98204-3529 USA

Phone: 425-297-9700
Fax: (425) 297-9871

Website: http://www.korry.com/

Korry's strategic direction is driven by the three Value Drivers: Profitable New Business, Productivity, Cost Improvement, and Value-Based Pricing. Internal and external issues along with interested parties are monitored and updated as appropriate and discussed as part of management reviews and risk register reviews.

Examples of external issues:

- Legal requirements and their changes

- Regulatory, Statutory and Customers requirements and their changes

- Economic changes impact

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10

- Market and competition factors

- Relationship with suppliers, contractors, and other external interested parties

- Technological changes

- Pandemic

- Environmental conditions

Examples of internal issues:

- Employees turnover

- Financial stability

- Company growth

- Capability and capacity

- Innovation and knowledge

- Market strategy

- Korry's culture

4.2 Understanding the needs and expectations of interested parties

Korry has determined the following interested parties and how to monitor and review relevant information:

• **Customers:** (Original Equipment Manufacturers, System integrators, Airlines, Repair & Overhaul organizations); they expect Korry to meet contractual requirements, especially those involving quality and delivery. Korry monitors its on-time delivery, and quality escapes, and customer scorecards.

• **Suppliers**: they expect clear requirements and contracts as well as payment within agree-to terms. Korry monitors the performance of key suppliers and sends them monthly supplier scorecards covering their delivery and quality performance.

• **Government Regulatory authorities**: they expect Korry to comply with FAA and EASA requirements and maintain airworthy products at all times. Korry has established procedures to monitor the airworthiness of its civil certified products and maintains all required certifications.

In addition, they expect Korry to meet all applicable laws about the environment, employment, export compliance, health and safety, and fiscal responsibilities. Korry performs legal reviews of all environmental requirements at all government levels.

• **TransDigm:** expects Korry to follow a value-based operating strategy focused on 3 value drivers.

 A monthly President letter, which includes monitoring and measurement results, is being generated and provided to Transdigm management.

• **Employees**: they expect a safe and motivating workplace. Korry monitors and ensures its work environment to be safe and appropriate to the nature of the work to be performed. Korry offers training and job opportunities within a continuous improvement framework.

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Rev A - 04/2022

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11

Korry monitors information about these parties and their requirements. Associated issues are being reviewed during Monthly Reviews and during Management Reviews.

4.3 Determining the Scope of the Quality Management System

Korry developed and implemented a Quality Management System that is continuously maintained for effectiveness and process improvements in accordance with the requirements of ISO 9001, AS9100, AS9115, and 14 CFR 21.137. The means to achieve all applicable requirements are documented in this Quality Manual and associated procedures.

This Quality Management System Manual applies to all employees.

The quality system is also designed to assure conformance to 14 CFR part 21, "Certification Procedures for Products and Articles," Subpart K Parts Manufacturer Approvals, and Subpart L Technical Standard Orders.

The ISO 9001:2015 and AS9100D certification are valid for the following product or service ranges, defined as the organization's scope:

Design, Manufacture, and Repair of Electro-Optical, Control, and Display Systems and Components for the Aerospace/Defense Markets.

Korry does not take any exclusions to the requirements of AS9100D.

4.4 Quality Management System (QMS) and its Processes

4.4.1 QMS Processes

Korry establishes, implements, maintains, and continually improves a QMS with key processes, as shown in Figure 1 – Quality Management System Process Model.

Customer Process: Processes that directly interact with the customer such as Sales, Marketing, Proposals, Customer Service, Aftermarket Support, and Program Management.

Engineering Process: Processes that develop and manage design data for new product development and sustaining existing products.

Materials Process: Processes that provide production with planning, purchased materials and parts, and services as well as receiving, inventory management, and shipping. Included receiving inspection and supplier quality engineering.

Production Process: Processes that produce & inspect products, services, and provide production infrastructures such as facilities, tooling, and manufacturing engineering.

Management & Support Process: Processes to manage, plan, train, and continuously improve. Quality functions such as compliance, audit, calibration, quality engineering, and source inspection.

Generic_DID_Template.dotx
Rev A - 04/2022

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12
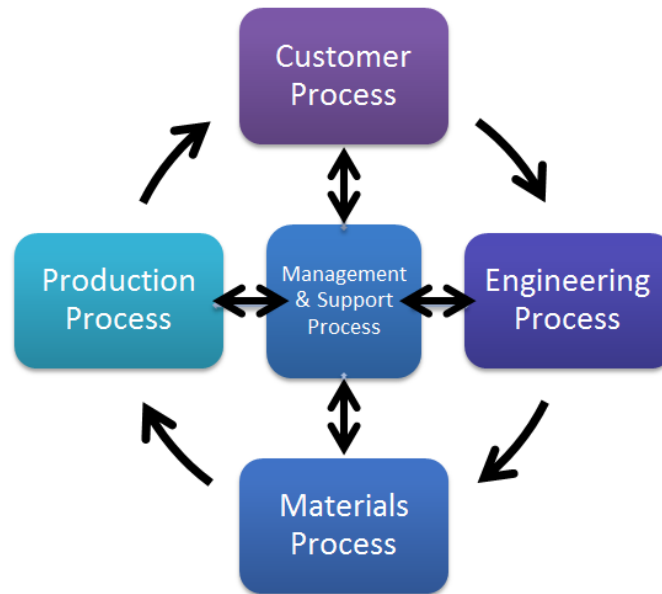
Figure 1 – Quality Management System Process Model

a) Inputs and Outputs for the main Korry Processes are recorded in the Quality Process Maps.

b) Sequence and Interaction of Korry Processes are shown in the Quality Management System Process Model

c) Effective operation and control of these processes are determined by the outputs of each Quality Process Map. Key Performance Indicators are reviewed during Monthly Reviews and during Management Review meetings and as determined necessary by management.

d) Determination of resources needed for each process is made by the President based on recommendations from the functional leaders.

e) Responsibilities and authorities for each process are assigned by the President and recorded in the Quality Process Maps.

f) Risks and Opportunities are managed by the senior management team in accordance with section 6.1 and section 8.1.1.

g) The processes are evaluated during Management review and as determined needed to ensure that these processes achieve their intended results. Changes are being made where needed.

h) Korry quality management system processes drive year over year improvements in business process results with defined or derived targets.

i) Documentation and systems necessary for FAA Repair Station compliance are documented in D49887 Repair Station Manual for FAA Repair Station.

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Rev A - 04/2022

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13

Process Maps are covered by D46902-01, D46902-02, D49602-03, D49602-04, D49602-05.

4.4.2 Quality Management System Documented Information

a. Documented Information is maintained as:

- Enterprise change order (ECO) controlled documents stored in the product lifecycle management (PLM) system

- Records retained automatically in the enterprise resource planning (ERP) system

- Records stored/saved in digital folders

- Paper records are staged locally then archived in a remote safe storage site

The Quality System Documentation consists of four levels:

1. Quality Manual with Policy Statement (level one),
2. Quality Procedures (level two),
3. Work Instructions (level three), and
4. Records (level four).

Customer and/or regulatory authority's representatives are granted access to all Quality Management System documentation. During customer audits, customers are shielded from other customers' proprietary data.

b. Documented information is retained in accordance with the Record Control Plan D49628. With the exception of temporary process control records, records are retained for over ten years or as defined in D49628.

4.5 Responsibilities as a PMA and TSO Product Approval Holder

The FAA has designated Korry as a product approval holder for both Parts Manufacturing Authority (PMA) and Technical Standard Order (TSO) articles. With this designation, Korry has the following responsibilities:

a. Amend the PO700001-Organization document as necessary to reflect changes in the organization and provide these amendments to the FAA;
b. Maintain the quality system in compliance with the data and procedures approved for the PMA and TSO authorization – see section 7.5
c. Ensure that each PMA and TSO article is in a condition for safe operation. Make sure that PMA articles conform to their approved design. Make sure TSO articles meet their TSO – see section 8.7
d. Mark the PMA article for which an approval has been issued – see section 8.5.2.1.1 Mark the TSO article for which an approval has been issued – see section 8.5.2.1.2

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Rev A - 04/2022

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14

e. PMA Marking must be in accordance with part 45.15, including any critical parts – see section 8.5.2.1.1

f. Identify any portion of the PMA and TSO article (e.g., sub-assemblies, component parts, or replacement articles) that leave the manufacturer's facility as FAA approved with the manufacturer's part number and name, trademark, symbol, or other FAA approved manufacturer's identification – see section 8.5.2.1.1 and 8.5.2.1.2

g. Have access to design data necessary to determine conformity and airworthiness for each article produced under the PMA or TSO – see section 8.3.5 for design data, and see 8.6.1 for release of PMA and TSO articles.

h. Retain each document granting PMA or TSO authorization and make it available to the FAA upon request; and

i. Make available to the FAA information regarding all delegation of authority to suppliers.

Generic_DID_Template.dotx
Rev A - 04/2022

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15

5. LEADERSHIP

5.1 Leadership Commitment

5.1.1 General

a. Leadership is accountable for the effectiveness of the Korry Quality Management System (QMS).

b. Leadership uses this Quality Manual to establish the Quality Policy and provides the framework for setting Quality Objectives (see section 6.2).

c. Leadership uses this Quality Manual, documented procedures and work instructions, training, and direct supervision to integrate QMS requirements into Korry Electronics Co. business processes.

d. Leadership uses and promotes the use of risk-based thinking (see sections 6.1 and 8.1.1).

e. Leadership ensures that the resources needed for the quality management system are available. Resources are assigned to meet regulatory and contractual customer requirements and in accordance with risk.

f. Communication and importance of meeting requirements are accomplished by management review meetings, department meetings, along with Quality Policy development.

g. Leadership ensures that the QMS achieves desired results by periodic management review (see section 9.3), actions to address risks and opportunities (see section 6.1), and through the process of improvement (see section 10).

h. Leadership engages, directs, and supports persons contributing to the effectiveness of the quality management system, promotes improvement, supports other relevant management roles as it applies to their areas of responsibility.

i. Leadership commits to the core values of reliability, respect, integrity, and compliance. They behave according to those principles and promote continuous improvement and success for all employees and for the future of our company and products.

Korry leadership supports other relevant management roles, e.g., organization hierarchy, trust, empowerment, responsible delegation, coaching, sharing knowledge, removing barriers, route to escalation.

5.1.2 Customer Focus

Korry establishes, implements, and maintains documented procedures for contract review and the coordination of related activities. Refer to CS100, CO100, and DM100.

5.2 Policy

5.2.1 Establishing the Quality Policy

The Korry Quality Policy aligns with AS9100 5.2.1 and is approved by the Management Representative.

Korry Quality Policy is

> **"Korry is committed to delivering superior quality products and services on time while meeting customer requirements and complying with all applicable regulatory statutes.**
>
> **All Korry employees are encouraged to promote quality by continuously challenging themselves to improve the quality management system to enhance product safety and eliminate defects."**

5.2.2 Communicating the Quality Policy

The quality policy is integrated into this Quality Manual and is available on the QMS webpage to all employees.

The quality policy is available to non-employee interested parties on the Korry website and upon request.

The quality policy is used by the employees as a guiding principle when making daily decisions and in evaluating if actions are appropriate and effective.

5.3 Organizational Roles, Responsibilities, and Authorities

The Accountable Manager ensures that responsibilities and authorities for relevant roles are assigned, communicated, and understood within the organization.

Specific assignments and structure are defined in PO700001 for clarity and ease of maintenance.

The Management Representative is responsible for assuring that the Quality Management System is implemented at all levels of the organization. The Management Representative is a member of the management team with the necessary authority required to accomplish implementation.

PMA Program Coordinator:

The PMA Program Coordinator is responsible for the review and approval of all PMA Data as required by the individual PMA. The coordinator is responsible for all interfaces with the Type Certificate Holder and the FAA and for assigning the appropriate resources to support the PMA effort.

TSO Program Coordinator:

The TSO Program Coordinator is responsible for the review and acceptance of all TSO Data as required by the individual TSO. The coordinator is responsible for all interface with the FAA and for assigning the appropriate resources to support the TSO effort.

Generic_DID_Template.dotx
Rev A - 04/2022

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17

6. PLANNING

6.1 Actions to Address Risks and Opportunities

6.1.1 Determine Risks and Opportunities

The leadership team is considering the internal and external issues of interested parties by managing and monitoring risks and opportunities via a register and planning for mitigation actions per CI200.

6.1.2 Planning for Risks and Opportunities

Leadership integrates and implements actions into the QMS and evaluates the effectiveness of these actions via controlled changes (7.5.3), review (9.3), and improvement (10).

6.2 Quality Objectives and Planning to Achieve Them

6.2.1 Quality Objectives

The Korry President and the Senior Staff ensure quality objectives, including those needed to meet requirements for our products, are established at the appropriate departmental levels. Korry documents quality objectives, assures that they are measurable, and consistent with the Korry Quality Policy.

6.2.2 Planning to Achieve Quality Objectives

Senior management ensures that the Quality Objectives are consistent with the quality policy, are flowed down through the organization, and that the results against these objectives are measured and communicated to the organization. The results are reviewed at the Management Reviews (see section 9.3) and actions determined as needed per established targets. Process KPIs are determined, measured, and monitored to support Quality Objectives.

6.3 Planning of Changes

Korry's Quality Management System is documented and designed in order to guarantee that all products and processes meet all the requirements of our customers.

Satisfaction with specified requirements is achieved through the effective implementation of all processes and related Quality Management System Procedures and work instructions in day-to-day activities. The Quality System documentation is designed to achieve quality in the definition of the needs of the customer, in the planning and design of product realization, in the conformance to the product design, and the support throughout the product life cycle.

When planning for changes, Korry's team is required to ensure the integrity of QMS is maintained; resources are identified and made available; responsibilities and authorities are clearly defined and allocated as needed. It is achieved through the ECO process with review and approval workflows, where potential consequences of changes are being evaluated, and possible negative impacts are being mitigated.

Generic_DID_Template.dotx
Rev A - 04/2022

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18

7. SUPPORT

7.1 Resources

7.1.1 General

Korry President is responsible for determining the appropriate resource requirements and providing adequate resources for the organization. Korry defines "appropriate resources" as either meeting requirements or, when requirements are not met, sufficient resources to make progress in closing the gap.

7.1.2 People

Korry personnel are assigned as necessary to meet appropriate resource levels and as defined above.

7.1.3 Infrastructure

Korry determines the needs for each new project or significant change to an existing project. Consideration is given to the following:

a. Facilities and the workspace

b. Equipment – hardware, software, and back-up

c. Transportation resources

d. Information and Communication Technology services.

The infrastructure is determined and maintained to achieve conformity to product and service requirements.

7.1.4 Environment for the Operation of Processes

Korry establishes and maintains the appropriate work environment needed to achieve product quality requirements.

Korry determines, provides, and maintains the necessary infrastructure for the operation of its processes to achieve conformity of products and services.

Infrastructure includes:

a) Social (non-discriminatory, calm, non-confrontational)

b) Psychological (stress-reducing, burnout prevention, emotionally protective)

c) Physical (temperature, heat, humidity, light, airflow, hygiene, noise)

7.1.5 Monitoring and Measuring Resources

7.1.5.1 General

The Calibration System is maintained to ensure that inspection, measuring & test equipment, and test software, which can affect product quality, are adequate to demonstrate the conformance of the product to specified requirements.

Generic_DID_Template.dotx
Rev A - 04/2022

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19

Korry defines the calibration process and record retention in D3.300.

7.1.5.2 Measurement Traceability

Measurement traceability is required for all monitoring and measuring equipment used to accept products and services.

7.1.6 Organizational Knowledge

Korry Electronics, over its 85+ year history, has determined the knowledge necessary for the operation of its processes and to make conforming products and provide conforming services.

This knowledge is maintained by our staff where a significant proportion has worked here 20+ years. Knowledge is made available through the process described in the Korry Training Process – D51760.

Korry Electronics:

a) Determines and maintains the knowledge necessary for the operation of the organization's processes and to achieve conformity of products and services.

- Intellectual property

- Knowledge gained from experience

- Lessons learned from failures and successful projects

- Capturing and sharing undocumented knowledge and experience

- Results of improvements in processes, products, and services

b) Safeguards the organization from loss of knowledge through:

- Specialized training,

- Documentation of processes and job sharing,

- Having the older and more experienced workers serve as mentors and trainers,

- Enlist the assistance of retirees to serve as mentors

c) Acquires new knowledge to address changing needs and trends by:

- Monitoring changes in the market or technology and analyze the extent to which they influence the knowledge the organization requires,

- Sending employees to external training

- Hiring new employees with the needed know-how

- Get training from a client or vendor on changes affecting products.

- Newsletters, industry magazines, memberships in trade associations.

- Benchmarking against the best organizations in our industry

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Rev A - 04/2022

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20

7.2 Competence

a. The necessary competence for each person is defined by requirements for education, skills, training, and experience. These are found in the job descriptions maintained by the Human Resources department.

b. Korry Electronics ensures employees are competent through education, skill, training, and experience as necessary in order to effectively implement the Quality Assurance System Management requirements.

c. Necessary competence is acquired by either training current staff or by the hiring of new staff that already have the necessary competence. Cases triggering the need to acquire competence include insertion of a new process or new subsystems into an existing process and loss of competent staff. Management evaluates the effectiveness (whether the staff is competent) based on the results produced and takes action, including retraining and reassignment when quality objectives cannot be met as part of the spectrum of corrective action activity.

d. Formal training records are maintained by the Human Resources Department, including proof of certification for special processes, as applicable. Additional documented education and experience records are maintained in the employee personnel files.

The needs for training of personnel are identified, and documented procedures for providing that training are established and maintained per D51760.

7.3 Awareness

a. Korry personnel are made aware of the Quality Policy by multiple channels, including training, prominent posting on the quality web page, and signage within the facility.

b. Korry personnel are made aware of the Quality Objectives by multiple channels, including Korry Communication emails, prominent posting on the quality web page, monthly flow down of targets and results from the Management Business Review meetings, etc.

c. Korry personnel are made aware of the benefits of improving performance in general and their contribution in particular by the company Performance Appraisals.

d. Korry personnel are aware of the impact of not conforming with the QMS resulting in audit findings, quality score hits, corrective actions, etc.

e. Korry employees are made aware of the QMS through training during the onboarding process. Employees are made aware of QMS changes as documented in QA050.

f. Korry raises awareness of contribution to product or service conformity by communication of quality policy and training to the QMS.

g. Korry personnel are aware of product safety through annual training and the quality policy.

h. Korry employees are trained annually regarding ethical behavior.

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Rev A - 04/2022

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21

7.4 Communication

Korry Electronics develops communication based on requirements.   Korry considers what, when, with whom, how, and who communicates for internal and external communications.

For routine external communication, Korry uses an external website where Quality Manual, all applicable certificates, and a document containing information usually requested by many customers are made available.

The primary means used to communicate internal and external feedback relevant to the QMS is by the Management Review (see section 9.3).

7.5 Documented information

7.5.1 General

Korry QMS includes the following documented information:

    a. Documented information required by AS9100 includes this manual and the documents specified by the Process Maps for each key Korry process (Customer, Engineering, Materials, Production, and Management & Support).

    b. Documented information in support of regulatory and customer requirements are also included in this manual and referenced procedures and work instructions.

7.5.2 Creating and Updating

Documented information is managed per QA050 and D49620.

In accordance with 14 CFR 21.308, and 14 CFR 21.608 this manual must be approved by the FAA. In accordance with 14 CFR 21.320 and 14 CFR 21.620, all documents listed in D46902-001 must be submitted to the FAA for review when changed. In accordance with 14 CFR 21.307 and 14 CFR 21.607, Korry maintains a quality system that meets the requirements of 14 CFR 21.137.

7.5.3   Control of Documented Information

7.5.3.1   Documented Information required outcomes

Required Documented Information is controlled to:
    a. Assure availability for use.
    b. Assure Documented Information is protected from loss, misuse, or impairment.
    c. Control the released version by D33924 and QA050
    d. Retain and dispose of per D49628
    e. Prevent unintended use by controls on paper copies.

Documented Information of external origin is maintained and controlled by Data Management.
Documented Information evidence of conformity is protected per D49628
Documented Information is managed per D49628
Documented Information control authority is defined by D33924

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Rev A - 04/2022

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22

7.5.3.2 Documented Information required sub-processes

Documented Information is controlled per QA050, D33924, D49620, and D49628. When controlled paper copies are used, the copy must have the revision verified prior to use each day in the PLM (up to the point when the document is removed from use).

7.5.3.3 Design Data Control for PMA and TSO Approvals

A current copy of all drawings for FAA-approved articles, products, and parts are controlled and made available to manufacturing and inspection personnel and made available upon request to the FAA.

During product development, all design data and documents are generated, reviewed, and approved per the Korry Configuration Management Process Plan D33924. This plan defines the processes necessary to ensure documentation is identified, controlled, released, and captured for traceability. All changes resulting in new product versions are tracked for approval and incorporation.

Korry uses the PLM to implement these processes and workflows. The PLM provides a strictly controlled workflow environment that ensures design traceability and ensures design data integrity is maintained. The PLM provides archival, retrieval, and release functions for design data while protecting against inadvertent changes.

Korry has a Document Center department that administers control over the configuration management process and PLM functions.

Released documents and data are made available to personnel through the PLM with limited permissions and electronic distribution of digital copies. Maintenance and protection of design data are according to established and documented practices for the backup and preservation of electronic files.

Design changes can result in a change to existing documentation or the generation of new documentation. Design change documentation is reviewed, approved, controlled, recorded, and released in accordance with the Korry Configuration Management Process Plan D33924 using the PLM. Controlled documents, which include drawings, test procedures, engineering change orders (ECOs), etc., are reviewed and approved prior to their initial release or revision. Changes to documents are coordinated with the customer and/or regulatory authorities when required by contract or regulatory requirements. Configuration management procedures are consistent with the following guidelines governing FAA PMA or TSO articles, products, and parts.

7.5.3.3.1 PMA Changes

A ''minor change'' to the design of an article, product, and part produced under a PMA is one that change has no appreciable effect on the weight, balance, structural strength, reliability, operational characteristics, other characteristics affecting the airworthiness or effect on the approval basis.

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Rev A - 04/2022

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23

A ''major change'' to the design of an article, product, and part produced under a PMA is any change that is not minor.

Korry has obtained approval means by either identicality per 14 CFR § 21.303, licensing agreement between Korry Electronics and with the Type Certificate (TC) or Supplemental Type Certificate (STC) holder, or by means of Test reports and computations necessary to show that the design of the part meets the airworthiness requirements of the Federal Aviation Regulations applicable to the product on which the part is to be installed.

For changes to a product that has PMA approval means by identicality via licensing agreement with the Type Certificate holder, Korry must obtain approval of the change from the Type Certificate holder. This approval is maintained with the engineering change orders documentation. Korry must obtain the TC holder's approval before including it in the design of an article produced under a PMA.

For changes to a PMA product or design documentation that has approval means by Test reports and computations, Korry must obtain FAA approval of any changes before including them in the design of an article produced under a PMA.

In all cases, for minor changes Korry will provide substantiation showing that the changes have no effect on the weight, balance, structural strength, reliability, operational characteristics, and other characteristics affecting the airworthiness or effect on the approval basis.

7.5.3.3.2 TSO Design Changes

Korry shall determine Major/Minor classification of changes per Korry Document D52469 "TSO Change Classification Procedure." This document defines the process and procedures developed in collaboration with the FAA for determining Major/Minor change classification.

Korry may incorporate minor design changes without further approval by the FAA, as defined by 14 CFR 21.619 (a). In this case, the new article keeps the original model number (part numbers may be used to identify minor changes). For minor design changes, Korry will submit any necessary, revised data to the FAA within 180 days after release or as specified in the applicable TSO authorization letter.

For a major design change that requires a substantially complete investigation to determine compliance with a TSO, Korry must assign a new type or model designation to the article and apply for a new authorization under 14 CFR 21.603

8. OPERATION

8.1 Planning and Control

Korry plans, implements, and controls the processes needed to meet the requirements of the QMS and to implement the actions necessary to minimize risks and maximize success in pursuit of opportunities.

a. Korry determines the requirements for products and services while considering the following:

- Personal and product safety;

- Producibility and product safety;

- Reliability, availability, and maintainability;

- Suitability of parts and materials used in the product;

- Selection and development of embedded software;

- Product obsolescence;

- Prevention, detection, and removal of foreign objects;

- Handling, packaging, and preservation;

- Recycling or final disposal of the product at the end of its life.

b. Korry establishes criteria planned requirements:

1. Process requirements are determined by Engineering and Manufacturing Engineering.

2. Product and Service acceptance requirements are determined by Quality Engineering.

c. Resources needed to achieve conformity and meet on-time delivery requirements are determined by the SIOP (sales inventory operations planning) process. SIOP is administered by Planning/Master Scheduler as an element of the broader Materials Process. SIOP is also used to determine the resources needed to address after-market requirements and to determine the supply chain resource requirements.

d. Processes are controlled by "MP" procedures developed by Manufacturing Engineering and by the tooling and equipment they select and deploy.

e. Korry determines, maintains, and retains documented information:

1. Inspection and auditing activities are used to verify that processes are operating as intended. Records are retained per D49628.

2. Acceptance and Functional test data is used to demonstrate conformity. Records are retained with job orders.

f. Refer to D52719 for the process and control needed to manage critical items.

g. see 8.1.c.

Generic_DID_Template.dotx
Rev A - 04/2022

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25

h. see 8.1.c.

i. Products and services obtained from external providers are determined based on several factors, including design requirements, strategic sourcing planning, and management make/buy decisions.

j. Controls to prevent delivery of nonconforming products and services are established by Quality Engineering as part of product development and sustainment.

The Program Management function assures the suitability of operations by coordinating the other functions. Changes are controlled as described in the Risk Management section 8.1.1. Externally provided processes are controlled per 8.4. Work transfer is controlled per 8.4 (D51759) and 8.5.

8.1.1 Operational Risk Management

Risk Management is addressed in CI200 procedure for Risk Management.

8.1.2 Configuration Management

Korry maintains a configuration management process D33924 that identifies and controls the physical and functional attributes throughout the product lifecycle.

8.1.3 Product Safety

Korry plans, implements, and controls the processes needed to assure product safety during the entire product life cycle, as appropriate to the organization and the product.

Product Design examples of these processes include:

- assessment of hazards and management of associated risks;
- management of safety-critical items;
- analysis and reporting of occurred events affecting safety;
- communication of these events and training of persons.

8.1.4 Prevention of Counterfeit Parts

Korry has established a Counterfeit Parts Control Plan D48055, and Obsolescence Management Plan D48054, to prevent the use of counterfeit or suspect counterfeit parts and obsolete parts in our product.

The process to prevent the use of counterfeit parts is compliant with AS5553.

8.2 Requirements for Products and Services

8.2.1 Customer Communication

Korry's communication with customers includes:

a. providing information relating to products and services;

b. handling inquiries, contracts, or orders, including changes;

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Rev A - 04/2022

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26

c. obtaining customer feedback relating to products and services, including customer complaints;

d. handling or controlling customer property;

e. establishing specific requirements for contingency actions, when relevant.

8.2.2 Determining the Requirements for Products and Services

When determining the requirements for the products and services to be offered to customers, Korry ensures that:

a. the requirements for the products and services are defined, including:

1. any applicable statutory and regulatory requirements;

2. those considered necessary by the organization;

b. the organization can meet the claims for the products and services it offers;

c. special requirements of the products and services are determined;

d. operational risks (e.g., new technology, ability and capacity to provide, short delivery time frame) have been identified.

8.2.3 Review of the Requirements for Products and Services

8.2.3.1 Requirements Review

Korry ensures that it has the ability to meet the requirements for products and services to be offered to customers. Korry conducts a review before committing to supply products and services to the customer, to include:

a. requirements specified by the customer, including the requirements for delivery and post-delivery activities;

b. requirements not stated by the customer, but necessary for the specified or intended use, when known;

c. requirements specified by the organization;

d. statutory and regulatory requirements applicable to the products and services;

e. contract or order requirements differing from those previously expressed.

If, upon review, Korry determines that some customer requirements cannot be met or can only partially be met, Korry will negotiate a mutually acceptable requirement with the customer.

Korry ensures that contract or order requirements differing from those previously defined are resolved.

The customer requirements are confirmed by Korry before acceptance when the customer does not provide a documented statement of their requirements.

NOTE: In some situations, such as internet sales, a formal review is impractical for each order. Instead, the review can cover relevant product information, such as catalogs.

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Rev A - 04/2022

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27

8.2.3.2 Documented Information of Review

Korry retains documented information, as applicable:

    a. on the results of the review;

    b. on any new requirements for the products and services.

8.2.4 Changes to Requirements for Products and Services

Korry ensures that relevant documented information is amended and that relevant persons are made aware of the changed requirements when the requirements for products and services are changed.

8.3 Design and Development of Products and Services

8.3.1 General

Korry establishes, implement, and maintain a design and development process that is appropriate to ensure the subsequent provision of products and services.

8.3.2 Design and Development Planning

For new programs, Korry plans and controls the design and development of products per the Product Development Process D51166 for full-scale developments and configurable development.

For configurable products, the planning is done per the Engineering Service Request (ESR) Process D51095.

8.3.3 Design and Development Inputs

The design input requirements are defined either by the customer's Statement of Work, the customer's product specification, military and other governing specifications, and internal product specifications in the case of development projects and/or the contract.

Template documents supporting requirements capture are defined in the PDP (Product Development Process). For full-scale development, requirements are captured as defined in the PDP. For configurable products, captured requirements are documented per written procedures.

8.3.4 Design and Development Controls

Design and development controls are established per D51095 and D51166.

8.3.4.1 Verification and validation tests

When tests are necessary for verification and validation, these tests shall be planned, controlled, reviewed, and documented per: D51166, PDP-0206, PDP-0207, PDP-0302, PDP-0305, PDP-0309, PDP-0401 and PDP-0402.

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Rev A - 04/2022

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28

8.3.5 Design and Development Outputs

The outputs of design and development are provided in a form suitable for verification against the design and development input and are approved prior to release. The controlling procedures are D51166, D51095, PDP0309, PDP-0401, PDP-0402, D51758, D52719, and D49620.

The PDP defines common design outputs for Korry programs. For configurables, design outputs are standardized and described in written procedures.

8.3.6 Control of Design and Development Changes

Design and development changes are controlled in accordance with D33924, D38396, D49620, D51166, and D51095.

8.4 Control of Externally Provided Processes, Products, and Services

8.4.1 General

Korry ensures that externally provided processes, products, and services conform to requirements per SQE030.

a. Korry defines the process responsibilities and authority for approval status and change of status decisions of suppliers in SQE030.

b. Korry maintains a register of its suppliers that includes approval status and the scope of the approval (e.g., product type, process family); this register is explained in D49628-017; the register itself is part of the ERP system data.

c. Results of supplier performance are documented and maintained per SQE030.

d. SQE030 and the Nonconforming Material Procedure – D49629 define the necessary actions to take with a supplier that does not meet requirements.

e. Documented Information created and/or retained by a supplier is controlled by Supplier Quality Manual – D55255.

8.4.2 Type and Extent of Control

Korry ensures that suppliers do not adversely affect its ability to consistently deliver conforming products and services to its customers per SQE030.

8.4.3 Information for External Providers

Korry shall ensure the adequacy of requirements prior to their communication to the External Provider. Adequacy is assured by control of technical requirements per D49620 and by the ERP process, which calculates quantity and need dates.

Requirements are communicated to suppliers via purchase orders, long-term agreements, contracts, and D55255. These documents site technical requirements, terms & conditions, and quality notes per SQE010.

ECMP requirements flowed down per D35524-001.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision

Korry plans and carries out production and service provisions under controlled conditions. Controlled conditions do include, as applicable:

a. Job Order (JO) defines:

    1. the characteristics of the products to be produced, the services to be provided, or the activities to be performed.

    2. the results to be achieved;

b. Acceptance Test Procedures (ATP) list monitoring and measuring resources;

c. Acceptance Test Procedures (ATP) and inspection procedures D51757, D50350 identify inspection criteria, appropriate stages and sequence of inspection activities, suitable measuring and test equipment to be used, and inspection status and results to be retained.

d. the suitable infrastructure of the operation of processes is defined in the work instructions for products and setup sheets for fabricated components.

e. competency is determined by supervision, and jobs are assigned accordingly. The Training Matrix (see section 7.2) is used as a guide to assess competence.

f. the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement; These processes are referred to as special processes (see 8.5.1.2).

g. actions are taken, including poke yoke design of tooling and specific work instructions, including illustrations/pictures in the work instructions to prevent human error;

h. the implementation of release, delivery and post delivery are addressed respectively per PLAN140, SH002, and D49887.

i. As applicable, Korry Workmanship Standards (KWS), Manufacturing Processes (MP), Assembly Inspection Records (AIR), General Test Procedures (GTP), and Acceptance Test Procedures (ATP) provide the criteria for workmanship.

j. the accountability for all products during production (e.g., parts quantities, split orders, nonconforming product) per PLAN140 and D49628-027.

k. the control and monitoring of identified critical items, including key characteristics, in accordance with established processes per D52719;

l. the determination of methods to measure variable data are defined in ATPs and GTPs.

m. Job Orders and ATPs identify in-process inspection/verification points when adequate verification of conformity cannot be performed at later stages.

n. Evidence of completed steps is documented in D49628-027.

o. Foreign Object Debris (FOD) Prevention D49926

p. EH&S procedures define the control and monitoring of utilities and supplies (e.g., water, compressed air, electricity, chemical products) to the extent they affect conformity to product requirements (see 7.1.3)

q. PLAN130 defines the identification and recording of products released for subsequent production use pending completion of all required measuring and monitoring activities, to allow recall and replacement if it is later found that the product does not meet requirements.

8.5.1.1 Control of Production Equipment, Tools, and Software Programs

Storage requirements, including preservation/condition checks, are being established for production equipment or tooling in storage.

Control of Production Equipment, Tools, and Numerical Control (NC) Machine Programs: Production equipment, tools, and programs are validated prior to use, maintained and inspected periodically. Validation prior to production use includes verification of the first article produced to the design data/specification. These are controlled by MP documents and by setup sheets.

8.5.1.2 Validation and Control of Special Processes

Special processes are controlled by MP documents.

Korry Special Processes	
Process	Validation Method
Laser Welding	MP237 laser Welding Stainless Steel
Welding	MP151 Resistance Spot Welding
J-STD Soldering	MP319 Soldering Using Solder Paste
	MP320 Soldering Using Wire Cored Solder
ESD Handling	D50274 ESD Handling Procedure
Painting	MP287 General Application for Paint and Ink

Supporting documentation:

D50322   Special Processes procedure

8.5.1.3 Production Process Verification

The First Article Inspection, compliant to AS9102, is performed in accordance with FAI Procedure - D51758

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Rev A - 04/2022

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31

8.5.2 Identification and Traceability

Korry uses configuration management as a means by which identification and traceability are maintained.

8.5.2.1 Identification

Korry maintains the identification of the configuration of the product to identify any differences between the actual configuration and the specified configuration.

Reference the Standard Configuration Management Plan – D33924 to determine the as-designed configuration. See Evidence of Completed Steps – D49628-027 for how as-built configuration is documented.

8.5.2.1.1 PMA Article Part Marking

PMA articles: Korry will mark all PMA articles permanently and legibly with the following:

- Korry's name, trademark, symbol, or other FAA approved identification
- Part number
- The letters ''FAA–PMA'' (include on the separate tag if part too small to mark)

8.5.2.1.2 TSO Article Part Marking

TSO articles: Korry will mark all TSO articles permanently and legibly with the following:

- Korry's name, trademark, symbol, or other FAA approved identification
- Part number
- The TSO number and letter of designation (include on the separate tag if part too small to mark)
- All markings specifically required by the applicable TSO
- The serial number or the date of manufacture of the article or both.

8.5.2.2 Traceability

Traceability is maintained by a unique lot numbers.

Work instructions Job Order Process – PLAN140, and Serialization for Job Orders – PLAN080 document how Planning manages traceability. The work instruction SR-009 document how Stores manages traceability.

For Acceptance Authority Media, controls are established in STMP010.

8.5.3 Property Belonging to Customers or External Providers

Property belonging to customers or external providers is controlled per D49628-037 Customer/Government Property and TO001 Tooling Process.

8.5.4 Preservation

Preservation of outputs includes, when applicable in accordance with specifications and applicable statutory and regulatory requirements, provisions for:

a. cleaning: Cleaning applies to fabricated components to remove burrs, fines, & oils, and to circuit card assemblies after flux and solder operations. This process is controlled by the applicable MP.

b. prevention, detection, and removal of foreign objects; Foreign Object Debris (FOD) Prevention is defined in D49926.

c. special handling and storage for sensitive products; Korry maintains specific processes for the handling of sensitive products, such as the ESD Handling Procedure defined in D50274.

d. marking and labeling, including safety warnings and cautions; Marking and labeling are conducted per drawing notes and MPs.

e. shelf life control per SR-008 and stock rotation;

f. Hazardous chemicals are handled per Korry's safety policies Chemical Hazard Communication Plan and Fire Prevention Plan. Korry also follows Federal and Washington State law requirements.

8.5.5 Post- Delivery Activities

The Korry Repair Station department provides post-delivery activities considering:

a) statutory and regulatory requirements.

b) potential undesired consequences associated with the products and services are reviewed during PDP process D51166.

c) the nature, use, and intended lifetime of its products and services are reviewed during PDP process D51166.

d) Customer requirements are determined by Product Support Agreements, Returned Material Requests, and Customer Purchase Orders.

e) Customer feedback is captured by Customer Service.

f) collection and analysis of in-service data (e.g., performance, reliability, lessons learned); Data and analysis are addressed in the returns database.

g) Technical Documented Information is managed by Sustaining Engineering.

h) External work undertakings are controlled by the Contract Maintenance Provider List.

i) product/customer support per D49887 Repair Station Manual.

j) Product Support activity includes a review to assist the design approval holder of PMA and TSO certified articles if any changes are necessary to the Instructions for Continued Airworthiness.

When problems are detected after delivery, Korry takes appropriate action, including investigation and reporting per D49631.

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Rev A - 04/2022

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33

NOTE: Post-delivery activities can include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control of Changes

Changes are controlled per D49620 and QA050.

Change Notification:

Change notification for this Quality Manual and key Quality Procedures as per the following cases.

1. FAA – obtain acknowledgment prior to approving changes to documents as required by FAA.

2. Customers – notify of Quality Manual changes as specified by contract.

8.6 Release of Products and Services

Product is released by a Shipper/Certificate of Conformance. These documents are generated per the Standard Steps for Shipping SH002, and records are maintained per D49628-040.

Special provisions are made for articles requiring Source Inspection (which may be conducted by a customer representative, a third party, or delegated to Korry inspectors).

8.6.1 Special Release Provisions for PMA and TSO approved articles

8.6.1.1 Special Qualifications for Inspectors Certified to Prepare and Sign FAA Form 8130-3

This procedure establishes under 14 CFR 21.137(o) how personnel at Korry are qualified to issue 8130-3 tags.

Inspectors empowered to prepare and approve 8130-3 tags are given the title of Flightworthiness Inspectors.

The subsections below detail how Korry evaluates the individual's qualifications. The evaluation includes an assessment of their knowledge, background, experience, and training. Qualification as a Flightworthiness Inspector is commensurate with the complexity and type of article.

8.6.1.1.1 Selection

Inspectors currently certified by the FAA as designated manufacturing inspection representatives (DMIR) are automatically granted the title Flightworthiness Inspector per the Korry QMS.

Other inspectors may be selected for Flightworthiness Inspector if they meet the following requirements:

- More than one year of experience performing final and first article inspections.

- Recommended for selection by an existing Flightworthiness Inspector.

Generic_DID_Template.dotx
Rev A - 04/2022

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34

8.6.1.1.2 Appointment

Flightworthiness Inspectors are appointed by the Management Representative via the following steps:

- Complete selection and training requirements

- Complete an interview with the Management Representative

- The Management Representative designates each Flightworthiness Inspector with a letter of appointment

8.6.1.1.3 Training

Prospective Flightworthiness Inspectors must complete the following training steps:

- Complete and pass the FAA online training course: Issuance of 8130-3 for Domestic and Export Approvals of Engines, Propellers, & Articles Only

- Prepare 20 separate 8130-3 tags under the supervision of an approved Flightworthiness Inspector

Approved Flightworthiness Inspectors must complete and pass the following recurrent training every 36 calendar months beginning from the date of completion of their last initial/recurrent training:

- Complete and pass the FAA online training course: Issuance of 8130-3 for Domestic and Export Approvals of Engines, Propellers, & Articles Only

8.6.1.1.4 Management

The Management Representative monitors the performance of approved flight worthiness inspectors on a continuous basis. The specific inspection assignments and assurance of adequate time for each inspection are the responsibility of the Management Representative. Day-to-day operations are typically delegated to an experienced inspector in the work cell designated as the "Lead." The Lead Inspector keeps the Management Representative apprised of any issues that may develop that impact inspector performance or indicate discipline issues are developing.

8.6.1.1.5 Removal

Management Representative reviews the approved Flightworthiness Inspectors on an annual basis and determines if each individual continues to meet all requirements and if their special status continues to meet the needs of the company.

If activity rates are low and sufficient backup inspectors are available, the Management Representative will prune the list of approved Flightworthiness Inspectors. Inspectors removed from the approved list for reason of low activity can be immediately reinstated if the company needs change and they still meet the training requirements. If the interval of removal is greater than one year, they must first complete the training requirements required for Approved Flightworthiness Inspectors.

The Management Representative will review on an ongoing basis inspection effectiveness and employee discipline and will remove the approval status from any Flightworthiness Inspector if problems arise. Inspectors whose approval is removed for performance reasons will not be

Generic_DID_Template.dotx
Rev A - 04/2022

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35

reinstated unless they first complete a formal Performance Improvement Plan (Human Resources process).

8.6.1.2 Procedures and Requirements to Prepare and Sign 8130-3 Tags

8130-3 tags are prepared and authorized under the requirements of 14 CFR 21.137(o) and pursuant to 14 CFR 43.3(j), and may only be performed at the Korry Electronics Company address of 11910 Beverly Park Road, Everett, Washington, 98204.

The Flightworthiness Inspector shall complete the FAA form 8130-3 tags per chapters 1, 2, and 4 of FAA Order 8130.21 (Procedures for Completion and Use of the Authorized Release Certificate, Airworthiness Approval Tag). The FAA AC-21-43A Appendix E provides additional guidance on issuing authorized release documents for articles.

When the 8130-3 tag is prepared for export purposes, the Flightworthiness Inspector shall ensure compliance with the applicable bilateral agreement. In addition, per 14 CFR 21.137(o), the Flightworthiness Inspector will verify compliance of the following:

- Rules for new and used articles as specified in 14 CFR 21.331
- Responsibilities for exporters as specified in 14 CFR 21.335
- Compliance with guidance in FAA AC 21-2 (Complying with the Requirements for Importing Countries or Jurisdictions When Exporting U.S. Products, Articles, or Parts)
- Compliance with guidance in FAA AC 21-44 (Issuing of Export Airworthiness Approvals under 14 CFR part 21 subpart L)

8.7 Control of Nonconforming Outputs

8.7.1 Control of Nonconforming Outputs

This process is documented in D49629.

Reporting of escapes is controlled by D49630.

8.7.2 Documented Information Pertaining to Nonconformance

Nonconformance related Documented Information is controlled by D49629 and D49628.

8.7.2.1 FAA requirement to report failures, malfunctions, and defects

In accordance with 14 CFR 21.3:

a. The holder of a PMA or a TSO authorization must report any failure, malfunction, or defect in any product or article manufactured by it that it determines has caused anything listed in paragraph (c) of this section. The Accountable Manager will submit this report.

b. The holder of a PMA or a TSO authorization must report any defect in any product or article manufactured by it that has left its quality system and that it determines could cause anything listed in paragraph (c) of this section. The Accountable Manager will submit this report.

c. The following occurrences must be reported to the FAA:

Generic_DID_Template.dotx
Rev A - 04/2022

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36

(1) Fires caused by a system or equipment failure, malfunction, or defect.

(2) The accumulation or circulation of toxic or noxious gases in the crew compartment or passenger cabin.

(3) Any abnormal vibration or buffeting caused by a structural or system malfunction, defect, or failure.

(4) Any structural or flight control system malfunction, defect, or failure which causes an interference with normal control of the aircraft or which derogates the flying qualities.

(5) A complete loss of more than one electrical power generating system or hydraulic power system during a given operation of the aircraft.

(6) A failure or malfunction of more than one attitude, airspeed, or altitude instrument during a given operation of the aircraft.

d. The requirements of paragraph (a) of this section do not apply to--

(1) Failures, malfunctions, or defects that the holder of a PMA, TSO authorization determines--

(i) Were caused by improper maintenance or use;

(ii) Were already reported to the FAA or the NTSB

e. Each report required by this section--

(1) Must be made to the FAA within 24 hours or the next business day after it has determined that a paragraph c. event has occurred.

(2) Must be transmitted in a manner and form acceptable to the FAA and by the most expeditious method available; and

(3) Must include as much of the following information as is available and applicable:

(i) Aircraft serial number.

(ii) If associated with an article approved under a TSO authorization, the article serial number and model designation.

f. If an accident investigation or service difficulty report shows that a product or article manufactured under this part is unsafe because of a manufacturing or design data defect, Korry will report to the FAA the results of its investigation and any action taken or proposed Korry to correct that defect. If action is required to correct the defect in an existing article, Korry must send the data necessary for issuing an appropriate airworthiness directive to the FAA.

Generic_DID_Template.dotx
Rev A - 04/2022

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37

9. PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis, and Evaluation

9.1.1 General

Management Reviews, Process Maps, ATPs, and Job Orders determine monitoring, measurement, analysis and evaluation requirements.

9.1.2 Customer Satisfaction

The customer satisfaction evaluation is performed during monthly metric reviews, and includes product and service conformity, on-time delivery performance, customer complaints/feedback, and corrective action requests. Results are summarized, reported, and discussed in the President's Letter and at Management Review meetings.

9.1.3 Analysis and Evaluation

Data and information arising from monitoring and measurement is analyzed and evaluated during quarterly Business Unit Reviews, monthly Business Reviews, and Management Review.

9.2 Internal Audit

9.2.1 Internal Audit Requirements

The requirements to be audited are defined in D49682.

9.2.2 Internal Audit Controls

Internal audit process is controlled by D49682.

9.3 Management Review

9.3.1 General

Korry Senior Staff reviews the organization's quality management system at planned intervals to ensure its continuing suitability, adequacy, effectiveness, and alignment with the strategic direction of the organization.

9.3.2 Management Review Inputs

The management review inputs are per D49628-003.

9.3.3 Management Review Outputs

The outputs of the management review include decisions and actions as per D49628-003.

Korry performs Management Review at least once a year. Korry retains documented information as evidence of the results of management reviews.

10. IMPROVEMENT

10.1 General

Korry is committed to continuous improvement. At Korry, continuous improvement is:

- A part of the quality policy
- Reflected in the quality objectives
- A part of the actions taken upon audit results
- Driven by opportunities surfacing from data analysis
- A result of corrective action when the action taken corrects a new problem
- Reduced undesired effects
- A required output from management review
- Innovation
- Re-organization

10.2 Nonconformity and Corrective Action

10.2.1 Nonconformity and Corrective Action Process

When a nonconformity occurs D49629 shall be followed, and D49631 shall be followed for any corrective action taken.

10.2.2 Retain Nonconformity and Corrective Action Documented Information

Nonconforming and corrective action documented information is retained per D49629 and D49631.

10.3 Continuous Improvement

Korry continually improves the suitability, adequacy, effectiveness of its Quality Assurance Management System through the various processes described in previous sections such as, but not limited to; Management Review, Corrective Actions, Internal Audits, Productivity, etc.

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39