Connectronics Corporation Quality Manual

Introduction

Connectronics Corp. was established in Toledo, Ohio in 1988 as a designer and manufacturer of specialized connectors and interconnection systems. Our cable assemblies are used in applications that require high reliability, high voltage, high current, or for use in extreme environments. Our cable assemblies are used in applications for the aerospace, avionics (civilian and defense), medical, nuclear, underwater / oil exploration and stage / entertainment industries.

The company's mission is to provide total customer satisfaction with quality products leading to long term partnerships. Connectronics Corp.'s skilled employees take a proactive approach in the daily operations in order to achieve superior efficiency and precision manufacturing of your components. This will lead to on-time delivery dates, which allows for the lowest cost to your company and your buyers.

Connectronics Corp. has made the "Strategic Business Decision" to develop and implement an effective Quality Management Systems (QMS) across all areas of the Company. The implementation of the QMS is intended to improve and sustain the overall performance of our business, products and services. Examples of the benefits include:

- the ability to consistently provide products and services that meet customer and applicable Statutory and Regulatory requirements
- the ability to plan our processes and their interactions by employing the Plan-Do-Check-Act (PDCA) cycle and risk-based thinking in our daily operations
- the facilitating of opportunities to enhance customer satisfaction
- addressing risks and opportunities associated with its context and objectives.

The QMS Manual is considered the normative basis of reference to the International Standard and shall be used internally to provide an overview of ISO 9001:2015 and AS9100 D requirements and how they apply at Connectronics Corp. The QMS Manual is used externally to introduce the elements of our QMS to our customers and other external organizations to the extent necessary.

Approvals	Signature	Date
President	Thomas L. Ricketts Thomas L. Ricketts	03/05/2020
Vice President	Aloysius Mocek Aloysius Mocek	3/5/20
General Manager	L. B. Potter Lex B. Potter	5MAR2020
Q.A. Manager	Adam T. Michael Adam T. Michael	3/5/20

Quality Manual Revisions

Rev.	Date	Nature of Changes	Approved By
A	03/13/2006	Initial Release	TR, AM,LP, RI
B	06/06/2012	Revised to meet AS9100 Rev. C	TR, AM, LP, RI
C	03/15/2017	Revised revision levels of policies and forms. Corrected grammatical errors. Added “UNCONTROLLED WHEN PRINTED”.	TR, AM, LP, RY
D	12/19/2017	Revised to meet AS9100D Revision	TR,AM,LP, RY
E	03/05/2020	Reformatted layout. Added references to procedures in headings. Updated the Quality Policy.	TR,AM,LP,ATM

The Quality Manager has reviewed and/or modified this Quality System Manual for compliance to the requirements of AS9100 Revision D and ISO 9001:2015 International Standards as well as applicable customer requirements and revises this manual as required. Any change to this Quality System Manual will not be applied until approved by Connectronics Corp. management.

Contents

0.2 Quality Management Principles

Connectronics Corp. has adopted and realizes the benefits of Quality Management Principles into our daily activities. The intent of the Quality Management Principles is to provide a foundation to continually improve upon the Company's performance. Subsequent sections of the QMS Manual will provide our commitments of the following QMP elements:

- customer focus;
- leadership;
- communications and the engagement of our people; process approach;
- improvement;
- risk & opportunity as well as evidence-based decision making; Relationship management.

0.3 Process Approach

Connectronics Corp. has adopted the “Process Approach” into our daily operations including the PDCA Cycle. We have considered the utilization of Risk-Based Thinking Philosophy when developing, implementing, and improving the effectiveness of our Quality Management System. This approach will enable Connectronics Corp. to enhance the overall performance of the Company by effectively controlling the interrelationships and the interdependencies among the QMS processes.

The implementation of the “Process Approach” in our QMS enables:

- the understanding and consistency with achieving customer specific requirements;
- the consideration of our processes in terms of added value;
- the achievement of effective process performance;
- improvement of our processes based on the evaluation of data and information

0.3.2 Plan-Do-Check-Act Cycle

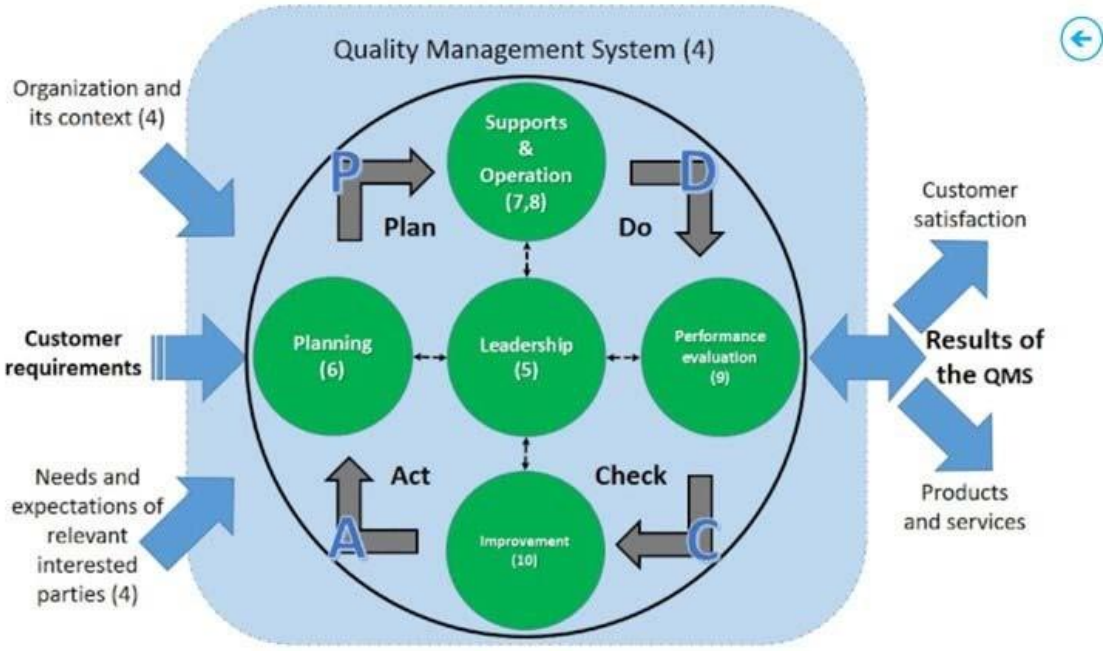


Fig 1: PDCA Cycle Diagram

0.3.3 Risked-Based Thinking

The implementation of risk-based thinking is an essential tool for achieving and maintaining an effective QMS. Connectronics Corp. plans and implements various actions to address risks and opportunities to maximize the outcomes including, but not limited to achieving improved results and preventing negative effects of our products, services and QMS.

1.0 Scope

Connectronics Corp. is currently in compliance with ISO 9001:2015, SAE AS9100 Revision “D”, customer, and all applicable statutory and regulatory requirements. Procedures and necessary documentation for implementing the Quality Management System (hereafter referred to as QMS) are established and dictated by the complexity of the process and/or product design. Product or documentation created prior to the implementation of this Quality System Manual may not show evidence of compliance to AS9100 Revision “D” requirements.

The quality system described in this manual has been adopted by Connectronics Corp. to support our ability to consistently provide product that meets customer and applicable statutory and regulatory requirements. This manual is used externally to introduce our QMS to our customers and other external organizations or

individuals. The manual is used to familiarize them with the controls the have been implemented and to assure them that the integrity of the QMS is maintained and that Connectronics Corp. is focused on customer satisfaction and continuous improvement.

This manual is used internally to guide Connectronics Corp. through the various requirements of the AS9100 standard that must be met and maintained in order to ensure customer satisfaction, continuous improvement and provide the necessary instructions that create an empowered work force.

2.0 Normative References

Documents related to this Quality System Manual include all procedures referenced within the pages of this document or procedure manual. Work instructions that directly or indirectly have impact on product or process and forms, reports, or data used in conjunction with the procedures and work instructions described in his manual or the procedures manual. The following documents included also, either in whole or in part, are normatively referenced in this document and are crucial for its relevance. For dated references, only the cited edition applies. For undated references, the latest revision (including all amendments) are applicable.

- ISO 9000:2015 Quality Management Systems – Fundamentals and Vocabulary
- ISO 9001:2015 Quality Management Systems – Requirements

3.0 Terms and Definitions

Terms and definitions given in the latest ISO 9001 Standard are applied to this manual in addition to the terms and definitions below.

- Top Management - person or group of people who direct and control an organization at the highest level.
- Product – Output of an organization that can be produced without any transaction between the organization and the customer.
- Service - Output of an organization that can be produced with at least one transaction between the organization and the customer
- Quality Records - Documentation of those activities wherein records of said activities must be maintained will be specified in the procedure or work instruction level documents, as applicable.
- Nonconforming Product - product that fails to meet a requirement. This includes product returned from customers.

3.1 Counterfeit Part

An unauthorized copy, imitation, substitute, or modified part (e.g., material, part, component), which is knowingly misrepresented as a specified genuine part of an original or authorized manufacturer.

NOTE: Examples of a counterfeit part can include, but are not limited to, the false identification of marking or labeling, grade, serial number, date code, documentation, or performance characteristics.

3.2 Critical Items

Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the provision and use of the products and services; including safety, performance, form, fit, function, producibility, service life, etc.; that require specific actions to ensure they are adequately managed. Examples of critical items include safety critical items, fracture critical items, mission critical items, key characteristics, etc.

3.3 Key Characteristic

An attribute or feature whose variation has a significant effect on product fit, form, function, performance, service life, or producibility, that requires specific actions for the purpose of controlling variation.

3.4 Product Safety

The state in which a product is able to perform to it's designed or intended purpose without causing unacceptable risk of harm to persons or damage to property.

3.5 Special Requirements

Those requirements identified by the customer, or determined by the organization, which have high risks of not being met, thus requiring their inclusion in the operational risk management process. Factors used in the determination of special requirements include product or process complexity, past experience, and product or process maturity. Examples of special requirements include performance requirements imposed by the customer that are at the limit of the industry's capability, or requirements determined by the organization to be at the limit of its technical or process capabilities.

4.0 Context of the Organization

4.1 Understanding the Organization and its Context

To understand the Organization and its Context, Connectronics Corp. has determined relevant external and internal issues and items that may become relevant to the company's purpose and strategic direction and may affect our ability to achieve the intended results of the QMS. These issues are reviewed at each Management Review

Meeting and are actions are taken as needed.

See P4.1-1 for Internal and External Issues

4.2 Understanding the Needs and Expectations of Interested Parties

The effect or potential effect on our organizations ability to consistently provide products and services that meet our customer and applicable statutory and regulatory requirements, Connectronics Corp. has determined the following:

- the interested parties relevant to the QMS;
- the requirements of the identified interested parties relevant to the QMS;

Connectronics Corp. is committed to continually monitoring, reviewing and analyzing information and relevant requirements of the interested parties to assure their requirements are effectively managed in the QMS.

See P4.1-1 for Interested Parties

4.3 Determining the Scope of the Quality Management System

Connectronics Corp. has determined the boundaries and the applicability of the QMS and how it relates to our Business Core Competency. Connectronics Corp. is committed to applying all applicable requirements of the International Standard to the intent and Scope of our QMS.

The Scope of our QMS shall always be available to internal and external parties and maintained as documented information.

The QMS was determined, designed and implemented to cover and support the following Scope:

- Design and manufacture of specialized connectors and interconnection systems that may include high voltage, high current or extreme environment applications.

Exclusions of the QMS

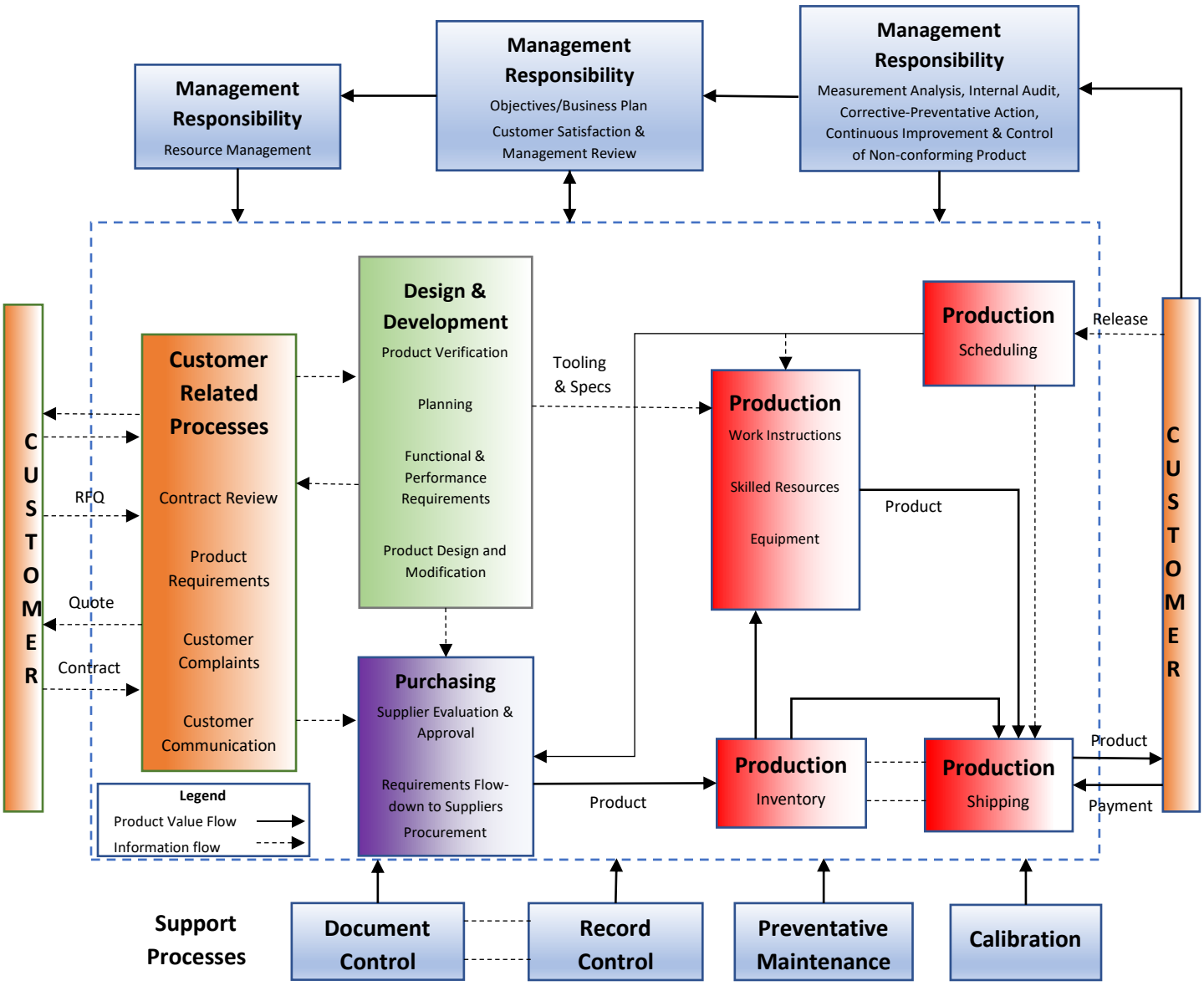
There are no exclusions to the standard.

4.4 Quality Management System and Its Processes

Connectronics Corp. has established, documented and implemented our Quality Management System (QMS) in accordance with the requirements of ISO 9001:2015 and AS9100 D. The QMS is maintained and continually improved through the use of the Quality Policy, Quality Objectives, audit results, analysis of data, corrective and preventive action and management review. Connectronics Corp. utilizes Quality Procedures (P) and Work Instructions (Preps, CEP's, drawings) to provide our employees and external providers (Suppliers), with detailed "How To" instructions and requirements. The documents support the achievement of quality compliance for each of the process steps. We retain documented information substantiating the process inputs and outputs have been accomplished as planned.

Core Process Interactions

Blue- Management Responsibility, **Green**- Design & Development, **Red**- Production, **Orange**- Customer Related Processes, **Purple**- Purchasing



5.0 Leadership

5.1 Leadership and Commitment

See P5.1

5.1.1 General

Top Management is actively involved in implementing the QMS and is accountable for its overall effectiveness. Management has initiated and fully supports the vision and strategic direction for the continued sustainability and enhancement of the QMS.

To demonstrate their leadership and commitment with respect to the QMS, Top Management:

- has established the Quality Policy and the Quality Objectives that are compatible with the vision and strategic direction for Connectronics Corp.;
- supports the continually improvement of the effectiveness of the QMS;
- ensures that the QMS achieves its intended results;

- ensures resources are available for the QMS that are needed;
- provides direction to the integration of the QMS requirements into each business process of the organization;
- is committed to promoting the use of the Process Approach and Risk-Based Thinking;
- is committed to the engagement and motivation of our employees throughout our QMS;
- supports other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility;
- communicates the importance of effective quality management and of conforming to the quality management system requirements throughout Connectronics Corp.;

5.1.2 Customer Focus

Connectronics Corp. recognizes that customer satisfaction is the key to continued success. The QMS provides for the identification of, and compliance to, customer and applicable statutory and regulatory requirements as well as identifying risks and opportunities that can affect the conformity of the products. Top Management ensures that product conformity and on-time delivery performance are measured and that appropriate action is taken if planned results are, or will not, be achieved. These results are achieved through such activities as contract review, quality planning, process control and proactive inspection techniques.

5.2 Policy

5.2.1 Establishing the Quality Policy

The Quality Policy is a commitment by Top Management for Connectronics Corp. and provides the framework for setting quality objectives, satisfying applicable requirements and supports the Company's commitment for continual improvement of the QMS. The Quality Policy is appropriate to the purpose and context of the company and supports its strategic direction. It The Quality Policy is communicated and understood within the organization and is reviewed during the management review meetings for its continuing suitability to our organization. Connectronics Corp. monitors, measures, and analyzes its processes for continuous improvement. This Quality Policy is carried out and implemented at all levels in the organization.

Quality Policy

Connectronics Corp. is committed to satisfying all applicable requirements of customers, employees and other stakeholders while striving to continually improve the quality of products, services, and on-time delivery.

5.2.2 Communicating the Quality Policy

Top Management ensures that the quality policy is communicated to all employees and is available to all interested parties. It is included in new employee training on the QMS to ensure it is understood and applied. The Quality Policy is detailed in this Quality Manual and is posted throughout the facility. Any changes to the quality policy will be communicated to all employees and interested parties.

5.3 Organizational roles, responsibilities and authorities *See P5.3 Organizational Chart*

The Organization Chart has been established to provide the interrelation and reporting structure of personnel within the organization. The Management Representative has been appointed by Top Management to oversee and manage the overall effectiveness and compliance of the QMS.

The Management Representative has the following responsibility and authority to:

- ensure QMS conforms to the requirements of international standard AS9100 Rev. D;

- ensure interaction of processes and their ability to achieve planned results;
- report to top management on the results achieved by the QMS, possibilities for improvements and the needs of changes or innovations;
- maintain QMS integrity when planning and implementing changes;
- promote awareness of customer focus throughout the organization;
- act as a liaison with external parties such as customers or auditors on matters relating to the QMS;
- resolve all matters pertaining to quality issues.

The Quality Management Representative has the organizational freedom and unrestricted access to resolve matters pertaining to Quality Management System as well as to be the Company liaison with external parties, including our customers and vendors on all matters relating to the QMS.

6.0 Planning

6.1 Actions to Address Risks and Opportunities

When planning our QMS, Connectronics Corp. has taken into consideration potential issues and has determined the risks and opportunities that need to be addressed to:

- provide assurance that the QMS can achieve its intended result;
- enhance desirable effects;
- prevent, or reduce, undesired effects;
- achieve improvement;

Connectronics Corp. has planned actions to address the above risks and opportunities and has initiated appropriate procedures to integrate and implement appropriate actions into our QMS including the evaluation of the effectiveness our QMS processes.

Any actions taken to address risks and opportunities shall be proportionate to the potential impact on the conformity of products and services.

6.2 Quality Objectives and Planning to Achieve Them

6.2.1 Establishing Quality Objectives

Quality Objectives have been established at all corresponding levels and processes throughout the organization to implement the quality policy, meet and exceed requirements for product and processes, and to improve the QMS and its performance. Quality Objectives are strategic, apply to the entire Company and shall:

- be consistent with the Quality Policy;
- be measurable and monitored;
- take into account applicable requirements;
- be communicated;
- be updated as appropriate;
- be relevant to conformity of products, services and enhance customer satisfaction.

Connectronics Corp. retains documented information on the status of our quality objectives. If shortfalls are identified, management may revise objectives, issue corrective action requests, or take other appropriate actions to address the issue.

6.2.2 Quality Objective Planning

Quality Objectives are measurable targets for improving operational performance to ensure process conformity and customer satisfaction. They apply to all departments and functions having direct responsibility for activities that require improvement. Performance objectives and goals are established by management and through employee involvement and are monitored within the framework of management reviews. In Management review meetings the resource requirements, actions taken, responsibility, how results will be evaluated and completion dates will be taken into account.

6.3 Planning of Changes

When changes to the QMS are deemed necessary, Connectronics Corp. shall ensure the change will comply with the requirements of AS9100 Rev. D and shall consider:

- the purpose of the changes and their potential consequences;
- the integrity of QMS;
- the availability of resources;
- the allocation or reallocation of responsibilities and authorities.

7.0 Support

7.1 Resources *See P7.1*

7.1.1 General

Connectronics Corp. is fully committed to providing adequate resources required for the establishment, implementation, maintenance and continual improvement of our QMS. Our committed resources include:

- competent employees;
- necessary industry equipment;
- well maintained work environment;
- and financial resources.

The process for determining and communicating resource requirements is an integral part of our management review process. Our infrastructure resource considerations include:

- management review meeting inputs and outputs;
- capabilities and constraints on existing internal and external resources;
- requirements and expectations provided by our external providers/vendors

7.1.2 People

Connectronics Corp. identifies personnel training needs, provides required training, and evaluates the effectiveness of the training provided. Personnel assigned to perform specific tasks, operations and processes are qualified on the basis of appropriate education, experience or training. Employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives. Records of personnel qualifications and training are maintained.

7.1.3 Infrastructure

Connectronics Corp. determines, provides, and delegates the maintenance to Maintenance Personnel or outside services to maintain the infrastructure needed to achieve conformity to product requirements as applicable. Our infrastructure resource considerations include:

- buildings, workspace and associated utilities;
- equipment including hardware and software;
- transportation resources;
- information and communication technology.

As new infrastructure requirements are determined to be necessary, they will be documented in quality plans and other documents as required.

7.1.4 Environment for the Operation of Processes

Management identifies and manages the human and physical factors of the work environment considered to be important to control processes and to achieve conforming of products and services. Evaluations include:

- assessment of product requirements to identify where human and/or physical factors will affect product quality;

- assessment of current working environment conditions to determine if the work environment is suitable to achieve conforming product;
- implementation of work environment improvements needed to achieve conforming product;
- continual assessment of work environment to ensure that adequate human and physical factors are maintained.

7.1.5 Monitoring and Measuring Resources *See P7.1.5*

7.1.5.1 General

Connectronics Corp. has determined the necessary monitoring, measurement and resources to be initiated across our QMS. The structure of internal resources includes but is not limited to:

- monitoring and measuring equipment;
- routine maintenance and repair of equipment;
- documented procedures and forms;
- competent and qualified personnel.

7.1.5.2 Measurement Traceability

Connectronics Corp.'s calibration system is designed to ensure that monitoring and measuring equipment requiring calibration or verification is:

- calibrated or verified, or both, at specified intervals, or prior to use, using standards traceable to international or NIST measurement standards, or other documented standards when no international or NIST standards exist;
- adjusted or re-adjusted as necessary;
- have clear identification in order to determine its calibration status and dates for recertification;
- safeguarded from adjustments that would invalidate measuring results;
- protected from damage and deterioration during use, maintenance and storage;
- recalled for calibration check by the use of the gage database software;

In addition, Connectronics Corp. will assess and record the validity of the previous measuring results when the equipment is found not to conform to requirements. Connectronics Corp. will take appropriate action on the equipment and any product affected. Records of the results of calibration and verification will be maintained.

When used in the monitoring and measurement of specified requirements, the ability of computer software to satisfy the intended application will be confirmed. This will be undertaken prior to initial use and reconfirmed as necessary.

Connectronics Corp. will determine the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to determined requirements. Connectronics Corp. will establish processes to ensure the monitoring and measurement can be and will be carried out in a manner that is consistent with the monitoring and measurement requirements.

7.1.6 Organizational Knowledge

Connectronics Corp. considers the specific knowledge necessary for each operation and considers this as an important resource to ensure our people and processes are consistent and will achieve conformity of the product and services provided by the Company. Specific organizational knowledge is defined, maintained and available to the extent necessary within appropriate procedures.

7.2 Competence *See P7.2*

Connectronics Corp. has determined to the extent necessary the below elements of competence for people performing work that may affect the effectiveness of the QMS.

- ensure employees are competent on the basis of their education, training and experience;
- initiate job descriptions including specific competency provisions;
- measure job performance for each employee on an annual basis;
- provide job and career training programs to the extent necessary;
- retain appropriate documented information as evidence of competence;
- take actions when necessary to assist employees that exhibit less than desirable results.

7.3 Awareness

Connectronics Corp. has determined to the extent necessary persons performing work are aware of:

- the Quality Policy;
- the Quality Objectives;
- the QMS and any changes thereto;
- their contribution to the QMS effectiveness, including improved performance;
- the implications of noncompliance to our QMS requirements;
- their contribution to product or service conformity;
- their contribution to product safety;
- the importance of ethical behavior.

7.4 Communication

Communication occurs throughout the company about the importance of fulfilling customer, legal and regulatory requirements. That communication happens through the use of: general and product specific training or retraining when and where shortfalls appear. Displays and postings of Quality Policy and Quality Objectives in high traffic areas of the facility. Connectronics Corp. ensures the availability of resource as required by customer requirements (as determined through contract review), company policies, or AS9100 requirements.

The performance of the QMS is shared throughout Connectronics Corp. by meetings, memos or data generated concerning topics of the QMS. These items may include as applicable; Top Management hosted meetings, internal and/or customer reject reports, continual improvement plans, preventive actions or any other data relevant to the performance of the QMS.

Connectronics Corp. has determined and implemented effective arrangements for communicating with customers and suppliers in relation to: Product information, enquiries, contracts or other handling, including amendments and customer feedback, including customer complaints. The Quality department coordinates customer feedback and customer complaints through the use of corrective and/or preventive actions when required, or by means of reports, or memos noting the customer concern and the response required.

7.5 Documented Information *See P7.5*

While considering the size of our organization, the complexity and interaction of the processes and the competency of our workforce, we chose to include the following documentation in our QMS:

- This Quality System Manual including the statements of our Quality Policy and Quality Objectives;
- Documented procedures and records as required per AS9100.
- Documents and records needed by Connectronics Corp. to ensure the effective planning, operation and control of its processes.

7.5.2 Creating and Updating

When creating and updating documented information Connectronics Corp. ensures the following:

- the identification and description (revision date, approval etc.);
- the format and media (electronic, paper hard copy etc.);
- the review and approval for suitability and adequacy.
    - Approval implies authorized persons and approval methods are identified for the relevant types of documented information, as determined by Connectronics Corp.

7.5.3 Control of Documented Information

Documented information required to support the effectiveness of our QMS is controlled to ensure:

- it is available and suitable for use, where and when it is needed;
- it is adequately protected from loss of confidentiality, improper use, or loss of integrity.
- distribution, access, retrieval and use;
- storage and preservation, including preservation of legibility;
- control of changes;
- retention and disposition;
- prevention of the unintended use of obsolete documented information by removal or by application of suitable identification or controls if kept for any purpose.

Documented information of external origin determined to be necessary for the planning and implementation of the QMS is identified as appropriate and controlled in accordance with QMS procedures and forms. Documented information retained as evidence of conformity shall be protected from unintended alterations. When documented information is managed electronically, the files are password protected to prevent unauthorized changes and unintended alteration. Only the General Manager, Quality Manager are to have access to the password with no restrictions. All other personnel can view the files, but anyone requiring the password must get written consent (email or signed memo) from the General Manager, Quality Manager or the Management Representative. The electronic files are backed up on a scheduled basis to a secure off-site location.

8.0 Operation

8.1 Operational Planning and Control *See P8.1*

Connectronics Corp. defines the expectation and implements controls for each of our QMS processes. The planning of controls is required to ensure consistent acceptability of products and services. Planning processes include the definition of quality objectives, development for required processes, establishment for appropriate verification programs and the requirement for records necessary to demonstrate the process and products conform to intended requirements. Operational planning and control is required prior to new and/or revised products or processes being implemented. During the planning phase, management will identify:

- requirements for the products and services including the consideration of:
    - personal and product safety;
    - producibility and inspectability;
    - 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.

- criteria for the processes and the acceptance of products and services, including statistical techniques that can be used to support:
  - design verification (e.g., reliability, maintainability, product safety);
  - process control;
    - selection and verification of key characteristics;
    - process capability measurements;
    - statistical process control;
    - design of experiments;
      - verification;
      - failure mode, effects, and criticality analysis.
- resources needed to achieve conformity to the product and service requirements and to meet on-time delivery of products and services;
- control of the processes in accordance with the criteria;
- documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products and services to their requirements.
- determining the processes and controls needed to manage critical items, including production process controls when key characteristics have been identified;
- engaging representatives of affected organization functions for operational planning and control;
- determining the process and resources to support the use and maintenance of the products and services;
- determining the products and services to be obtained from external providers;
- establishing the controls needed to prevent the delivery of nonconforming products and services to the customer.

As appropriate to the organization, customer requirements, and products and services, Connectronics Corp. plans and manages product and service provision in a structured and controlled manner including scheduled events performed in a planned sequence to meet requirements at acceptable risk, within resource and schedule constraints.

Connectronics Corp. has established, implanted and maintains a process to plan and control the temporary or permanent transfer of work (e.g., from one Connectronics Corp. facility to another, from this organization to a supplier, or from one supplier to another). Definition of work to be performed per the specific work transfer is documented via a Connectronics Corp. purchase order.

Control over work transfers and validation of the conformity of the requested work process by the outside source will be performed in accordance with Connectronics Corp. through Receiving Inspection processes.

8.1.1 Operational Risk Management

Connectronics Corp. conducts a review of requirements related to the product during the Design and Development process (P8.3) and related design review meetings. Tasks assigned during these meetings:

- Assignment of responsibility for risk management.
- Define risk criteria (i.e. risk acceptance, possible consequences, etc.)
- Establish how the organization is going to identify, assess and communicate risk throughout product realization.
- Establish actions to mitigate risk thru the identification, implementation and management of actions that exceed the defined risk acceptance criteria.
- Establish the process to accept risks remaining after implementation of mitigating actions.

8.1.2 Configuration Management

Connectronics Corp. will plan, implement and control product configurations in order to ensure the identification and control of product characteristics and function throughout it's life cycle. This process will:

- Identify product such that it meets traceability requirements including the identification of changes.
- Ensure records are consistent with it's functional requirements.

8.1.3 Product Safety

During the planning phase, Connectronics Corp. has defined the criteria required to control the processes needed to assure product safety during the entire product life cycle, as appropriate to the organization and the product. This criteria is implemented through the instructions provided in the drawing prep document and in work orders generated from our MRP system. Any event which affects the safety of the product or the employee in regards to the product is reviewed by Top Management and new safeguards are determined and implemented, with all documentation updated and training provided to affected personnel to communicate the changes.

8.1.4 Prevention of Counterfeit Parts

Connectronics Corp. has planned and implemented controls in our processes to ensure the prevention of counterfeit or suspect counterfeit part use and their inclusion in product(s) delivered to the customer. The processes include the use of GIDEP (Government-Industry Data Exchange Program) and/or our customer's Approved Processing Source Lists, parts obsolescence monitoring program, and quarantine and reporting of suspect or detected counterfeit parts. Connectronics Corp. will ensure that purchased materials are not counterfeit meaning that material or components purchased were made either by the OEM or an authorized franchised vendor. Receiving Inspection is trained and will verify by visual observation and certification that the material purchased is in fact not Counterfeit made.

8.2 Requirements for Products and Services

8.2.1 Customer Communication

Sales is a primary contact for customer communications. Connectronics Corp. has determined and implemented effective arrangements for communicating with customers in relation to: Product information, enquiries, contracts or orders, including amendments, customer feedback, including customer complaints, and handling or controlling customer property. The Sales and Quality departments coordinate customer feedback and customer complaints through the use of RMA's and corrective actions when required, or by means of reports, or memos noting the customer concern and the response required. The Quality department also handles and controls customer property in the form of gages, mating parts, or other items required for confirming products meet customer requirements.

8.2.2 Determining the Requirements for Products and Services

During contract review and/or at the Request-for-quote stage potential projects are checked to determine requirements applicable to the product including:

- Requirements specified by the customer, including any special requirements for delivery and post- delivery applications.
- Requirements not stated by the customer but necessary for intended use, where known.
- Any statutory and/or regulatory requirements applicable to the product.
- Any additional requirements that Connectronics Corp. may consider necessary.
- Any operational, technological or delivery risks have been identified.

8.2.3 Review of Requirements Related to the Product

Connectronics Corp. ensures we have the ability to meet the requirements for products and services to be offered to customers. Management conducts a contract/product review prior to committing to supply products and services to a customer. The review process at a minimum includes:

- All product requirements are defined.
- Statutory and regulatory requirements are considered.
- Any requirements on the current contract that differ from those previously expressed to Connectronics Corp. are resolved.
- Connectronics Corp. has the ability to meet the defined requirements.
- Any special requirements have been determined.
- Connectronics Corp. at this time also evaluates any risk associated with the contract in regard to subjects such as delivery schedules, new technologies and manufacturability.

If, upon completion of the review, Connectronics Corp. determines that some customer requirements cannot be met or can only partially be met, Connectronics Corp. shall negotiate a mutually acceptable requirement with the customer. Connectronics Corp. ensures contracts, purchase orders or other requirements differing from those previously defined, are reviewed and approved prior to incorporating into our business systems.
We retain applicable documented information of the initial review and on any new/revised customer or applicable external party requirements for the products and services provided as part of the documentation for the customer.

8.2.4 Changes to Requirements for Products and Services

Connectronics Corp. 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 *See P8.3*

8.3.1 General

8.3.2 Design and Development Planning

Connectronics Corp. will plan and control the design and development of product.

During the design and development planning, Connectronics Corp. will determine:

- The design and development stages.
- The review, verification and validation that are appropriate to each design and development stage.
- The responsibilities and authorities for design and development including controlling interface between persons involved in the design and development process.
- Internal and external resource requirements for design and development activities.
- Determine the need for customer or user involvement in the design and development process.
- The requirements for subsequent provision of products and services.
- What level of control is expected for the design and development process by customers or other interested parties.
- The documented information required to demonstrate the design and development requirements have been met.

Connectronics Corp. will manage the interfaces between different groups involved in design and development to ensure effective communication and clear assignment of responsibility. Planning output will be updated, as appropriate, as the design and development progresses. The ability to provide, verify, test and maintain products will be considered.

8.3.3 Design and Development Inputs

Inputs relating to product requirements will be determined and records maintained. Inputs will be reviewed for adequacy. Requirements will be complete, unambiguous and not in conflict with each other. These inputs will include:

- Functional and performance requirements.
- Applicable statutory and regulatory requirements.

- Where applicable, information derived from previous similar designs.
- Other requirements essential for design and development.
- Standards or codes of practice that the organization has committed to implement.
- Potential consequences of failure due to the nature of the products and services.
- The potential consequences of obsolescence of materials, componenets, processes, equipment etc.

Connectronics Corp. will retain any needed documented information with regard to design and development inputs.

8.3.4 Design and Development Controls

At suitable stages, systematic reviews of design and development will be performed in accordance with planned arrangements to:

- The results to be achieved are defined.
- Evaluate the ability of the results of design and development to meet requirements.
- Verification is conducted to ensure the design and development outputs meet the input requirements.
- To identify any problems and propose necessary actions.
- Progression to the next stage is authorized.

Participants in such reviews will include representatives of functions concerned with the design and development stage(s) being reviewed. Records of the results of the reviews and any necessary actions will be maintained.

8.3.4.1 Design and Development Controls Validation and Verification

Design and development validation will be performed in accordance with planned arrangements to ensure that the resulting product is capable of meeting the requirements for the specified application or intended use, where known. Wherever practical, validation will be completed prior to the delivery or implementation of the product. Records of the results of validation and any necessary actions will be maintained. Verification and validation testing performed will be planned, controlled and reviewed. The documented information will ensure and prove the following:

- Test plans or specifications identify the test item being tested and resources being used, define test objectives and conditions, parameters to be recorded and relevant acceptance criteria.
- Test procedures describe the test methods to be used, how to perform the test and how to record results.
- The correct configuration of the test item is submitted.
- The requirements of the test plan and and procedures are observed.
- Acceptance criteria are met.

Monitoring and measuring equipment used will be controlled as defined in 7.1.5. At the completion of the design and development process, reports, calculation, test results, etc. demonstrate the design meets the specification requirements for all identified operational conditions.

8.3.5 Design and Development Outputs

The outputs of design and development will be provided in a form that enables verification against the design and development input and will be approved by authorized person(s) prior to release.

Design and development outputs will:

- Meet the input requirements for design and development.
- Provide appropriate information for purchasing, production, and for service provision.
- Contain or reference product acceptance criteria.
- Specify the characteristics of the product that are essential for its safe and proper use.

- Specify as applicable any critical items, key characteristics and specific actions to be taken.

Connectronics Corp. will define the data required to allow the product to be identified, manufactured, verified used and maintained. Documented information on design and development outputs.

8.3.6 Design and Development Changes

Design and development changes will be identified and records maintained. The changes will be reviewed, verified and validated, as appropriate, and approved before implementation. The review of design and development changes will include evaluation of the effect of the changes on constituent parts and product already delivered. Records of the results of the review of changes and any necessary actions will be maintained. Design and development changes will be controlled in accordance with the configuration management process requirements in 8.1.2.

8.4 Control of Externally Provided Processes, Products, and Services

See P8.4

Connectronics Corp. will ensure that purchased product conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased product will be dependent upon the effect of the purchased product on subsequent product realization or the final product. Connectronics Corp. will:

- Be responsible for the conformity of externally provided processes, products or services including those from sources defined by the customer.
- Ensure when required that customer-designated or approved external providers, including process/special process sources are used.
- Identify and manage any risks associated with the external provision of processes, products and services including the selection and use of external providers.
- Require external providers apply appropriate controls to their direct and sub-tier external providers to ensure requirements are met.
    - Controls applied to externally provided processes, products and services will be determined when:
        - Products and services from external providers are intended for incorporation into our products and services.
        - Products and services are provided directly to the customer by external providers on our behalf.
        - A process or part of a process is provided by an external provider as a result of an internal decision.

During provider evaluation and selection, Connectronics Corp will”

- Define the process, responsibilities and authority for the status approval decision, changes of approval status and conditions for a controlled use of providers based on their approval status.
- A list of providers that includes their status will be maintained.
- Evaluate and select suppliers based on their ability to supply product in accordance with our requirements.
- Criteria for selection, evaluation, and re-evaluation will be established.
- Define actions to take when providers do not meet requirements.
- Records of the results of evaluations and any necessary actions arising from the evaluation will be maintained.
- Determine the requirements for controlling documented information created by or retained by external providers.

8.4.2 Type and Extent of Control

The type and extent of control required to be applied on the purchase product would depend on the effect of the purchased product on the subsequent product realization of the end product. Purchased products are subject to inspection in accordance with receiving inspection processes to ensure purchase order requirements are met prior to release for use. Activities to verify conformance may include:

- Obtaining objective evidence of quality conformance from the supplier, such as inspection documentation, certificates of conformity, test reports and/or record of statistical process control.
- Inspection and audit at supplier's facilities.
- Review and acceptance of required documentation.
- Inspection of product upon receipt.
- Certifying supplier as a delegate to determine verification of product or processing conformity. Test report data is verified against applicable specifications when used for applicable acceptance. Periodic third party testing is performed on raw materials to verify accuracy of supplied test reports in accordance with Receiving Inspection work instructions. Connectronics Corp. will accommodate contract requirements by our customers to access our facility or our supplier's facilities, as needed to verify product conformance.

Unless otherwise authorized by our customers, any acceptance validation by customers is not used by Connectronics Corp. as primary evidence of effective control of quality at this organization or our suppliers, nor considered to negate our responsibility to provide acceptable product or our customer's right to later reject any product found to be nonconforming.

Where purchased product is released for production use pending completion of all required verification activities, it shall be identified and recorded to allow recall and replacement if it is subsequently found that the product does not meet requirements. If Connectronics Corp. elects to delegate acceptance authority to a supplier in the future, the requirements for that delegation shall be defined and a register of delegations shall be maintained.

8.4.3 Information for External Providers

Purchasing documents are reviewed for adequacy and approved by purchasing personnel prior to release. These will clearly describe quantities, part number and description of the purchased materials and are subject to Connectronics Corp. specification and verified to ensure that it meets purchase requirements.

Purchasing information describes the product to be purchased, including where appropriate:

- requirements for approval of product, process and equipment;
- requirements for qualification of personnel;
- design and development control, special requirements, critical items, or key characteristics;
- test, inspection, and verification (including production process verification);
- the use of statistical techniques for product acceptance and related instructions for acceptance by the organization;
- QMS requirements outlined in the Purchasing procedure.
- the right of access by Connectronics Corp., our customers, and regulatory authorities to the applicable areas of facilities and to applicable documented information, at any level of the supply chain;
- the need to notify Connectronics Corp. of any nonconforming process, product or service including by their sub-tier suppliers.
- Counterfit part prevention and flow down of applicable customer requirements
- ensuring that their employees are aware of their contribution to product or service conformity, their contribution to product safety, and the importance of ethical behavior.

8.5 Production and Service Provision

8.5.1 Control of Production and Service Provision *See P8.5.1*

Connectronics Corp. plans and carries out production provisions under controlled conditions. Planning considers, as applicable:

- the establishment of process controls and development of control plans where key characteristics have been identified;
- the identification of in-process verification points when adequate verification of conformance cannot be performed at a later stage of realization;
- the design, manufacture, and use of tooling so that variable measurements can be taken, particularly for key characteristics.

Controlled conditions include, as applicable:

- the availability of information that describes the characteristics of the product;
- the availability of work instructions. These work instructions can include flow charts, production documents (e.g., manufacturing plans, routers, work orders) and inspection documents;
- the use of suitable equipment;
- the availability and use of monitoring and measuring devices;
- the implementation of monitoring and measurement;
- the implementation of release, delivery and post-delivery activities;
- accountability for all product during manufacture (e.g., parts, quantities, split orders, nonconforming product), part accountability to ensure nonconforming parts have been identified and permanently destroyed;
- the control and monitoring of identified critical items, including key characteristics, in accordance with established processes;
- evidence that all manufacturing and inspection operations have been completed as planned, or as otherwise documented and authorized;
- the determination of methods to measure variable data (e.g., tooling, on-machine probing, inspection equipment);
- the identification of in-process inspection/verification points when adequate verification of conformity cannot be performed at later stages;
- provisions for the prevention, detection and removal of foreign objects (FOD);
- monitoring and control of utilities and supplies such as water, compressed air, electricity and chemical products to the extent they affect product quality and criteria for workmanship, which shall be stipulated in the clearest practical manner (e.g., written standards, representative samples or illustrations).
- 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 Equipment, Tools and Software Programs

Production equipment, tools and software programs used to automate and control/monitor product realization processes are validated prior to release for production, maintained and inspected periodically. Production equipment is validated prior to production (e.g. verification of the first article produced to customer specifications). Tools are validated prior to use in production and tooling in storage is check periodically for preservation and condition.

8.5.1.2 Validation and control of Special Processes

Any process output that cannot be verified by subsequent monitoring or measurement may result in deficiencies becoming known only after the product is in use or the service has been delivered. When required by contract, Connectronics Corp. ensures that special processes utilized in production of product, where resulting output cannot be verified by subsequent monitoring or measurement, are validated via supplier qualification based on statutory and/or regulatory agency and/or customer approval. These would typically be suppliers qualified by Nadcap under defined criteria for review and approval, with subsequent statutory and/or regulatory agency monitoring for periodic revalidation; and when also required, suppliers whose processes have been reviewed and approved by the customer for use on their product. Connectronics Corp. may document processes for validation as follows:

- Connectronics Corp. defines the criteria for review and approval of the processes;
- approves the equipment and qualification of personnel;
- utilizes specific methods and procedures;
- validates the requirements for records;
- re-validates these processes to achieve the planned results.

8.5.1.3 Production Process Verification

Connectronics Corp. will use a representative item from the first production run of a new part or assembly to verify that the production processes, production documentation and tooling are capable of producing parts and assemblies that meet requirements. This process shall be repeated when changes occur that invalidate the original results (e.g., engineering changes, process changes, tooling/fixturing changes). This activity is often referred to as First Article Inspection (FAI). All documented information from the verification will be kept on file.

8.5.2 Identification and Traceability *See P8.5.2*

Connectronics Corp. identifies and maintains product traceability requirements that can include:

- Identification of product by suitable means as appropriate, throughout the production process and into inventory to the destination (e. g., delivery, scrap), in accordance with Connectronics Corp. Identification & Traceability procedure in order to identify any differences between the actual configuration and the agreed configuration. Connectronics Corp. identifies product status with respect to monitoring and measurement requirements throughout product realization.
- The ability to trace all the products manufactured from the same batch of raw material or from the same manufacturing batch.
- For an assembly, the ability to trace its components to the assembly and then to the next higher assembly.

- For a product, a sequential record of its production (manufacture, assembly, inspection/verification) to be retrievable. Connectronics Corp. maintains product identity and status in accordance with the Identification & Traceability procedure. Connectronics Corp. utilizes our Configuration Management procedure as a tool in our identification and traceability process development activities. Identification includes any deviation from the customer required configuration. Identification with respect to inspection status is documented via the process router which is physically signed and dated by the person performing the operation. Other acceptance media used (e.g., stamps, signatures, passwords) are controlled by department managers. If product traceability is required per customer contract, statutory and/or regulatory, or other established requirement, records of identifiers are established and maintained. Traceability items include identification of raw material batch, manufacturing lot, subcomponents and assembly level product. Serial numbers for a given product will be assigned sequentially in accordance with its flow through production.

8.5.3 Property Belonging to Customers or External Providers *See P8.5.3*

Connectronics Corp. will exercise control and care of customer property in accordance with the Customer Property procedure. Connectronics Corp. will verify the condition of the property upon receipt and maintain its identification as such. Safeguards with respect to handling, storage and preservation will be performed in accordance with the Preservation of Product procedure. Any customer property found to be lost, damaged or otherwise unsuitable for use will be documented, reported to the customer, and records. Customer product can include intellectual property and personal data.

8.5.4 Preservation *See P8.5.4*

Connectronics Corp. Preservation of Product procedure identifies internal processes to preserve product, including constituent components, during internal processing and final delivery to the intended destination in order to maintain conformity to requirements. Processes include identification, verification, handling, packaging, storage and protection. When special requirements are applicable in accordance with product specifications and statutes or regulations to a given product, the process router will define, as applicable, provisions for:

- Special cleaning requirements.
- Prevention, detection and removal of foreign objects (FOD).
- Special handling for sensitive products.
- Marking and labeling, including safety warnings.
- Shelf life control and stock rotation, per Control of Shelf Life Material procedure.
- Special Handling for hazardous materials.

8.5.5 Post-Delivery Activities

Connectronics Corp. will ensure that where applicable we meet the requirements for post-delivery activities associated with our products and services to the extent that we have considered the risks associated with the products and services, the nature of use and lifetime of the products and services, customer feedback and statutory and regulatory requirements. Connectronics Corp. will provide post-delivery support for the following as applicable:

- Collection and analysis of in-service data. Actions to be taken after the analysis may include but are not limited to:
  - Investigation and reporting when problems are detected after delivery.
  - Control and updating of technical documentation as required.
  - Controls required for off-site work (e.g. organization's work undertaken at the customer's facilities related to nonconforming product detected after delivery).
- Product/customer support which may include training, replacement parts, resources.

8.5.6 Control of Changes

Connectronics Corp. shall review and control changes for production or service operations to the extent necessary to ensure continuing conformity to customer or internal requirements. Management reviews and monitors changes that affect production or outside services and ensures change documentation and information is distributed and controlled. Records of results of the review of changes, the persons authorizing the change, and any necessary actions arising from the review are maintained in accordance with applicable procedures.

8.6 Release of Products and Services

Connectronics Corp. monitors and measures the characteristics of the product in receiving inspection, in-process inspection, and final inspection to verify that requirements have been met. Documented Records and information of inspection include evidence of conformity with the acceptance criteria and traceability to the person authorizing the release. Records of inspection are maintained.

8.7 Control of Nonconforming Product *See P8.7*

Connectronics Corp. ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product are defined in the Control of Nonconforming Outputs procedure. Responsibility for review and authority for the disposition of nonconforming product and the process for approving personnel making these decisions is defined in the procedure.

9. PERFORMANCE EVALUATION

9.1 Monitoring, Measurement, Analysis, and Evaluation

Connectronics Corp. plans, implements, and utilizes various systems of monitoring, measurement, analysis to assess and improve the effectiveness of our operations with respect to meeting customer expectations, as well as insuring our own viability. These processes serve to:

- Demonstrate that our products conform to customer requirements.
- Provide evidence that Connectronics Corp. QMS conforms to requirements.
- Provide data to support continual improvement of the effectiveness of the QMS.

Product monitoring and measuring is performed at pre-determined points and in the manufacturing process depending upon the product or process requirements. Connectronics Corp. has made substantial investment in the necessary measuring equipment, to promote adequate and efficient product review. Statistical sampling is utilized for in-process and final inspections where applicable or required.

9.1.2 Customer Satisfaction *See P9.1.2*

Connectronics Corp. management uses several sources of information to assess customer satisfaction and customer perception as it relates to our performance:

- Internal and external metrics are reviewed for process and product acceptance and delivery performance measures on an on-going basis. When there is a question regarding the cause of an adverse rating, the customer is contacted in order to better understand the issue, ensuring that appropriate action can be taken to improve Connectronics Corp.’s performance.
- Corrective action process metrics are maintained to ensure effective measures are taken to address customer product and process quality issues.
- Customer communications such as reports, phone calls or other communications pertaining to quality and delivery performance are internally directed to either the Customer Service or Quality department. They are then reviewed to ensure that corrective and preventive actions are implemented when necessary.

9.1.3 Analysis and Evaluation

Connectronics Corp. determines, collects and analyses appropriate data to demonstrate the suitability and effectiveness of the QMS and to evaluate where continual improvement of the QMS can be made. This includes data generated by measuring and monitoring activities and from other relevant sources. The analysis of this data provides information relating to:

- Customer satisfaction.
- Conformance to product requirements.
- Characteristics and trends of processes and products including opportunities for preventive action.
- Supplier performance so that it does not impact customer satisfaction.

9.2 Internal Audit *See P9.2*

The strategic system of planned audits is implemented to verify compliance with all applicable QMS, customer and regulatory requirements, procedures and documentation as determined applicable by Connectronics Corp. management.

9.3 Management Review *See P9.3*

9.3.1 General

Connectronics Corp. top Management reviews the quality system at planned intervals (currently once per calendar year as a minimum), sufficient to ensure its continuing suitability, adequacy and effectiveness in satisfying customer QMS requirements. The Management Review includes accessing its opportunities for improvement, the need for changes to the QMS including the company's Quality Policy and Objectives. Management Review records including any inputs or outputs, are maintained in accordance with section 7.5.3.

9.3.2 Management Review Inputs

The Management Review meeting will include the following topics as a minimum:

- Audit Results (Internal Audits, Process Audits, 3rd Party Audits, Customer Audits, Regulatory Audits, Etc.);
- Customer Feedback (Surveys, Scorecard Data, Complaints Data, Nonconforming Product Data);
- Process Performance and Product Conformance Data (On-Time Delivery performance, Internal Rejection Data, and Monitoring Data);
- Corrective Action Status (Internal, Customers, Supplier, Follow-up, and Final Sign Off);
- Performance of Suppliers;
- Resource needs;
- The effectiveness of actions taken to address risks and opportunities (see 6.1);
- Follow-up Action Item from prior Management Reviews;
- Internal and external issues relevant to the QMS;
- Changes that could affect the QMS, any recommendations for improvement;
- Quality Objective data and Quality Policy suitability.

9.3.3 Management Review Outputs

Actions and decisions relating to the topics discussed at the Management Review meeting are included in the Management Review Meeting Minutes report and include as a minimum: Improvement of the effectiveness of the QMS and its processes, Improvement of product related to customer requirements and any resource needs, and identification of risks. Responsibility for required actions is assigned to members of the management review team during the meeting.

10. Improvement

10.1 General

Connectronics Corp. determines and selects opportunities for improvement and implements necessary actions to meet customer requirements and enhance customer satisfaction. Examples:

- improving products and services to meet requirements as well as to address future needs and expectations;
- correcting, preventing or reducing undesired effects;
- improving the performance and effectiveness of the QMS.

10.2 Nonconformity and Corrective Action *See P10.2*

Connectronics Corp. initiates actions to eliminate the cause of nonconformities in order to prevent recurrence. Corrective actions are appropriate to the effects of the nonconformities encountered. When nonconformity occurs, corrective action procedures are initiated and implemented. Examples of actions taken include:

- taking action to control and correct it;
- deal with the consequences of the nonconformity;
- reviewing and analyzing the nonconformity;

- determining the causes of the nonconformity, including, as applicable, those related to human factors;
- determining if similar nonconformities exist, or could potentially occur;
- implementation of any action needed;
- review of the effectiveness of any corrective action taken;
- updating risks and opportunities determined during planning, if necessary;
- making changes to the QMS, if necessary;
- flow down corrective action requirements to an external provider when it is determined that the external provider is responsible for the nonconformity;
- take specific actions when timely and effective corrective actions are not achieved. Nonconformity and Corrective Action documented records, which include the nature of the nonconformities and any subsequent actions, and the results of any corrective actions, are maintained in accordance with section 7.5.3.

10.3 Continual Improvement *See P 10.3*

Connectronics Corp. continually improves the effectiveness of the QMS through the use of the quality policy, quality objectives, audit results, analysis of data, corrective actions and management review. Additional continuous improvement opportunities can result from lessons learned, problem resolutions and the benchmarking of best practices. All improvement activities are monitored for effectiveness and efficiency.