



# Business System Manual

of the

## Quality Management System

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## **SCOPE, PURPOSE and QMS Influences**

### **SCOPE:**

The Business/Quality Management System is a combined system structured to satisfy the requirements of AS9100, ISO9001 and additional customer requirements. It applies to all activities conducted at the Wallingford, Connecticut and Mesa, AZ locations related to the design and manufacture of high performance, flexible and semi-rigid coaxial cable, cable assemblies, connectors, accessories and tools for RF transmission from HF through Microwave frequencies for aerospace, military, space and defense, and commercial applications. No exclusions are taken.

### **PURPOSE:**

To demonstrate the ability of our organization to consistently provide products that meet or exceed our customers' requirements and enhance customer satisfaction.

To establish a set of procedures and processes whereby the effective application of the management system produces safe and reliable products with continual improvement opportunities and assurances of conformity to customer and applicable statutory and regulatory requirements.

### **Influences of the QMS:**

TMS adopts and embraces the AS9100 business management system. TMS recognizes that the design and implementation of this QMS was influenced by several factors including: the organizational environment, it's size and structure, changes in that environment, and the risks associated with that environment and its varying needs, organizational needs and customer requirements, the products it provides, the processes it employs and its particular objectives. TMS refers to the quality management system as the Business Management System for the organization.

An organizational chart is maintained on a network drive to summarize and identify Top Management (also known as Senior Leadership Team, SLT) and the relationship of staff personnel and departments within the TMS BMS.

### **Controlled Circulation and Revision Changes:**

The content of this Business System Manual has been developed by and is exclusively maintained by Times Microwave Systems (TMS). The Management Representative, the Director of Quality or their designee is responsible for processing all authorized changes, updating the master file, and for inserting amendment pages into official copies, and has authority to remove and dispose of obsolete pages of official copies to prevent their unintentional usage.

All authorized changes will be given a CDC (Controlled-Document-Change Process) number and identify changes to this manual. The approved, master copy of this manual shall be maintained electronically in controlled directories available for general viewing in a read only format. Only the Management Representative and designees shall have write-access privileges.

All employees can access the master copy of the Business System Manual from the network. Quality is responsible for any controlled copies of the Quality Manual.

### **DEFINITIONS:**

TMS	Times Microwave Systems
BSM	The TMS Business System Manual (aka Quality Manual)
BMS / QMS	Business/Quality Management System of TMS
AS9100	Established International Aerospace Standard for Quality Management Systems Requirements for Aviation, Space and Defense Organizations
Risk:	A potential undesirable situation or circumstance that has both a likelihood of occurring and a possible negative impact.
Risk Management:	An iterative process to identify, assess, reduce, accept, and control risks in a systematic, proactive, comprehensive and cost effective manner, taking into account the <i>business</i> , costs, technical, quality and schedule programmatic constraints.
Special Requirements:	Requirements identified by the organization or by the customer which have high risks of being achieved, and thus requiring their inclusion in the 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.
Critical Items:	Those items (e.g., functions, parts, software, characteristics, processes) having significant effect on the product realization and use of the product; including safety, performance, form, fit, function, producibility, service life, etc., which require specific actions to ensure they are adequately managed. Examples of critical items may include: safety critical items, fracture critical items, mission critical items, key characteristics, etc.
Key Characteristics:	The features of a material, process, or part whose variation has significant influence on product fit, performance, service life, or manufacturability.

Quality Plan:	A document specifying which procedures, processes and associated resources shall be applied by whom and when to a specific project, product, project or contract.
Quality Planning:	Part of Quality Management focused on setting quality objectives, goals and specifying necessary operational processes and related resources to fulfill the quality objectives.
Quality Policy:	Overall intentions and direction of an organization related to quality as formally expressed by the SLT.
Record:	Evidence of results achieved or activities performed and maintained for a desired time period.
SLT or Top Management:	(SLT) – Senior Leadership Team is those Managers/Leaders who direct and control the organization. This typically consists of the General Manager and his/her Direct Reports.
Direct Report:	A person who reports directly to a specified individual (eg, Supervisor, Group Leader, Manager, Director...etc).
Validation / Verification:	Confirmation, through the provision of objective evidence that the requirements for a specific intended use or application have been fulfilled. Used to designate the corresponding status and/or activities such as: Performing calculations, Comparing a new design specification with a similar proven design specification (Qualification by Similarity), Undertaking tests and demonstrations, and Reviewing documents prior to issue.
Work Environment	A set of conditions under which work is performed

## **SEQUENCE AND THE INTERACTION OF PROCESSES:**

### **A Process Approach and Interaction of Key Processes**

TMS utilizes a process approach for developing, implementing and improving the effectiveness of the BMS, and to enhance customer satisfaction by meeting customer requirements.

The TMS implemented process approach provides the linkage between the individual processes to produce the desired outcome and emphasizes the importance of: understanding and meeting customer requirements, obtaining results of process performance and effectiveness, and continual improvement of processes based on objective measurement.

The processes of the B/QMS, their interaction relationship between the requirements of the standard and key processes is shown in Figure 1.

## Plan-Do-Check-Act

TMS utilizes the "Plan-Do-Check-Act" (PDCA) methodology for processes. Direct processes include management planning, external and internal customer relations, design and development of product, purchasing, and production. Indirect processes include document and records controls, management responsibility, resource management, and measurement, analysis, and improvement. These processes are described in the BSM and the associated procedures.

### Plan (Planning)

The SLT provides general oversight and control of internal and outsourced processes and the authorization of the BSM, documents, and records required to ensure the BMS has the structure to achieve desired results.

The SLT operates the management responsibility process, which includes:

- Establishment and/or review of evidence of commitment, through ongoing customer focus initiatives, quality policy and quality objective reviews, and business management system planning;
- Assignment of responsibility and authority to key individuals to manage, operate, and verify all processes;
- Appointment of a management representative who has the responsibility and authority documented in the standard;
- Establishment of communication processes to members of the organization demonstrating the effectiveness of the BMS; and
- Review of the QMS, including outputs of the measurement, analysis, and improvement processes.

As a result of output decisions made during the management responsibility process, the SLT provides inputs to other processes to provide the necessary resources to implement, maintain, and improve the BMS system; and to enhance customer satisfaction.

These processes include but are not limited to:

- Resource Management (including competence, awareness, training needs, work environment)
- Production (Infrastructure and other activities)

### Do (Implementation)

After the SLT supports the acquisition of necessary resources, improvement and planning inputs are provided to the production planning process. This includes high-level review of project-specific requirements to ensure production, test, inspection, and record-keeping processes are sufficient. The output of the planning may be a procedure, a manufacturing work instruction, a project design plan, or a combination of these.

Sales personnel operate the customer-related processes. Engineering personnel control the design and development processes and associated changes. These processes involve communicating with internal and/or external customers and suppliers to determine and review product requirements and to communicate with them during and after design and production in the event there are amendments to or complaints about meeting requirements.

Engineering personnel provide output of the customer-related and design and development processes as inputs to Supply Chain. Purchasing personnel submit request for quote and purchasing orders to suppliers, monitor the suppliers to ensure the supply of products and services meet applicable purchasing needs. This process includes verification of supplied products or services which is supported by Quality.

The Production process uses purchased products and services from the outputs of the purchasing process as inputs to the production process.

#### Production:

- Controls the production processes through the use of procedures, manufacturing work instructions (MI's), and supporting tooling and equipment.
- Exercises care with customer property (including intellectual property) while it is under the organization's control and record and report any lost, damaged, or unsuitable customer property;
- Controls release of product, control of non-conforming materials, ensures monitoring and measurement equipment is calibrated, packaging and preservation and preserves product information. Quality supports these activities in such a manner that it ensures conformity to customer requirements.

The outputs of the production processes are planned to meet and/or exceed customer expectations. The results of product realization are inputs to measurement, analysis, and improvement activities. Quality supports activities relating to measurement, analysis, and improvement activities.

#### **Check (Monitor and Measure)**

All TMS employees are responsible for contributions to the measurement, analysis, and improvement processes.

Sales/Contracts monitors the customer satisfaction process.

Quality is responsible for coordinating incoming, final and conformance inspections, First Article Inspection (FAI), receiving inspections, the internal audit process and the monitoring and measurement of internal and external rejections; along with the nonconformance processes.

The SLT reviews data from the customer satisfaction process, the monitoring and measurement processes, corrective and preventive action processes, audits, and the purchasing process to determine the effectiveness of the BMS.

### **Act (Actions)**

The outputs of the measurement, analysis, and improvement processes serve as inputs to the management responsibility process as the next step in the recurring process cycle. Decisions are made at management reviews to act upon and to include but are not limited to: customer concerns, internal/ external non-conformities, supplier status, supplier corrective action reports, and continual improvement of processes.

### **Processes of the Business Management System**

Context of the organization – In order to assure that the Business Management System is properly constructed, several factors must be understood.

- First is the strategic direction of the organization. Understanding the forward thinking aspirations of the business allows focus on the customers, employees, system structure and complexity, core capabilities, and business processes that are required. Internal and external factors are aligned with the strategic direction to ensure understanding of the strategic direction and how it supports the BMS.
- The next evaluation is for the needs and expectations of internal and external interested parties relevant to the business management system. The business management system contents are further refined based on these understandings.
- Finally, the processes of the business management system can be detailed considering the inputs required and the outputs expected from these processes and the sequence and interaction of these processes. From this, the criteria and methods for operation and control of these processes are applied, resources are made available, responsibilities are assigned. All controls over risks and opportunities that are known to exist (at this time) are built into the system (OP's, WP's, and SP's, risk reviews documented at contract review and during the design and development process). New, unanticipated risks are managed as they occur. In order to review the systems performance and effectiveness regular evaluation of the system occurs through audits, reviews, corrective actions, control of changes, continual improvements and KPI/ process effectiveness reviews.

**Management Responsibility (Senior Leadership).** SLT drives the implementation, maintenance, effectiveness, and continual improvement of the system by providing accountability, policy and objectives, integrating QMS practices with business practices, regularly managing risks and opportunities, reviewing performance, and supporting other management/organizational roles, responsibilities, and authorities. This is done so that there is a clear emphasis on the customer.



**Management Responsibility (Planning)** – Planning of the business management system and our business processes is a constant effort to identify and mitigate risks; along with identifying and capitalizing on opportunities. When these are known, they are incorporated into the processes and documentation of our system and processes. When they arise unanticipated, they are resolved and the system and processes are changed for their control. When changes are needed, controlled implementation is accomplished via document revision, training, or other method.

**Customer Related Processes** – TMS employs a comprehensive process for responding to customer requests for quotes. A review of customer purchase orders, resolution of any issues, order acknowledgement, and order entry are integral activities of the process. Information is retained in our Enterprise Resource Planning system (ERP System).

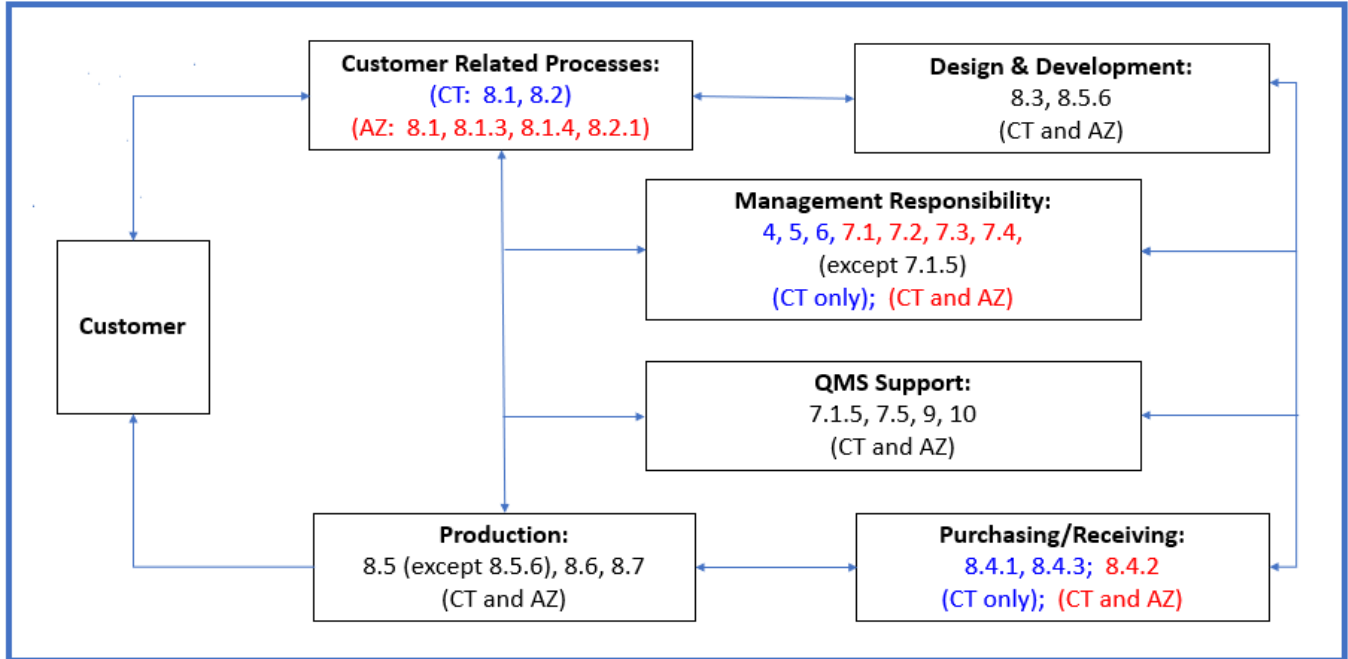
**Design and Development** – TMS maintains a comprehensive capability for design of products to customer specifications. The process is controlled using our CDC process as a tollgate approach. These tollgates include customer order launch, engineering launch, product design and implementation, TMS/customer design review, final design and procurement, release of MI for production, final pack and ship, and FAI or post order review.

**Purchasing and Supplier Control** – TMS has a process for selection, evaluation, monitoring, and re-evaluation of suppliers. All purchases are made from these approved suppliers and the approved supplier listing. All purchases require a purchase order that specifies (as applicable) the identification, configuration, quantity, due date, materials, processes, and terms and conditions of the purchase. Purchase orders will document specifications, drawings, or any other customer requirements.

**Production** – TMS receives raw materials and purchased products from external product and process suppliers that accounts for its quantity and quality. This materials are processed for conformance to job traveler (MI) requirements. After material is accepted by quality, it flows through fabrication, assembly, calibration, and testing operations as required by the customer requirements. When required, products are inspected for conformance to drawing requirements using calibrated gages. Nonconformances are controlled and dispositioned. Acceptable items are certified, packaged, and shipped.

**QMS Support (Performance, Evaluation and Improvement)** – Constant review of system and business performance information is maintained. This is done through performance to objectives review, internal audit results and resolution of findings, management reviews, correction and corrective action of nonconformances, and continual improvements.

**Figure 1**  
**Process and Sequence of Interaction Chart**



**INTERSTED PARTIES, External Issues**

EXTERNAL ISSUES		
ISSUE	INTERESTED PARTIES	COMMENTS
Investment Group Ownership	Investors	Profit requirements drive improvements: <ul style="list-style-type: none"> <li>Improvements in productivity are needed to reduce operating cost resulting in regular streamlining of the business management system.</li> <li>Improvements in quality are needed for reduction in cost of poor quality resulting in regular streamlining of the business management system.</li> </ul>
Commodity raw material suppliers	Stakeholders	Raw materials are sourced from multiple sources. These suppliers require supplier selection and evaluation processes with little oversight.
Specialized raw material suppliers	Stakeholders	Close relationships are needed with suppliers in this category. Selected suppliers receive regular feedback from regarding their performance.
Customer designated suppliers	Customers	Standard selection criteria apply for customer designated suppliers, and supplier feedback from regarding their performance.

Outside service providers for product	Stakeholders	Outside providers of calibration services that are ANSI-Z540, ISO-10001 or ISO-17025 certified require supplier selection and evaluation. Other outside service providers for surface treatment, passivation, heat treat, irradiation and other special processes may require feedback regarding performance.
Populated location Skilled employees	Investors / Stakeholders	The available labor pool positively impacts human resource availability in times of high employment. There is adequate skill level in this labor pool that positively affects the degree of training required for new employees.
Stringent and diverse customer inspection criteria	Customers	A wide variety of customer requirements and diversity in products made, require skilled personnel, detailed assembly instructions, comprehensive test plans, and thorough quality assurance. These features are built into our business management system.
Increasing product diversity	Stakeholders	Requires increases in employee skill, production technology, and process capability. The business management system must evolve to meet these requirements.
Regulatory compliance	Regulatory	TMS is ITAR registered. Appropriated discipline and conformance to requirements is needed. TMS has UL Rated products. Appropriated discipline and conformance to requirements is needed.
AS9100 and customer specifications	Registrar	Business sector and customer requirements require a business management system that satisfies multiple sets of requirements and regular upgrades to changes from revisions.

### INTERSTED PARTIES, Internal Issues

<b>INTERNAL ISSUES</b>		
<b>ISSUE</b>	<b>INTERESTED PARTIES</b>	<b>COMMENTS</b>
Rapid growth	Management	Changes due to new customers, products, processes, systems, and personnel must be managed so that customer satisfaction, product conformity, and workplace satisfaction is maintained.
Existing / New Employees	Management	Skill of employees must be assessed to assure provision of appropriate training.
Performance to goals	Management	Increasing customer and management expectations, as well as increasing activity in the aviation, space, and defense sectors requires cultural evolution towards improved attention to detail in our work, records, and results.


Lean manufacturing implementation	Management	Changes from lean manufacturing implementation result in regular upgrades to the business management system
Growing supply chain	Management	A supply chain that is constantly growing needs many types of oversight, from simple to comprehensive.

### Needs and expectations of stakeholders - External

External Interested Parties	Needs and Expectations
Investors	Efficient, productive, and defect free operations.
Customer	Reasonable price and lead time Defect free On-time delivery Prompt and dependable problem resolution Courteous, accurate, and timely non-product service
Suppliers	Clear definition of purchased products and services Clear definition of delivery requirements Clear definition of associated flow-down requirements, terms and conditions Prompt and dependable problem resolution On-time payment
Registrars	Timely notification of: <ul style="list-style-type: none"> <li>• The legal, commercial, organizational status or ownership</li> <li>• Organization and management (e.g. key managerial, decision-making or technical staff)</li> <li>• Contact address and sites</li> <li>• Scope of operations under the certified management system</li> </ul> Major changes to the management system and processes
Regulatory	UL, Quarterly and Annual counter checks

### Needs and expectations of stakeholders - Internal

Internal Interested Parties	Needs and Expectations
Owners	Efficient, productive processes, and defect free operations.
Management	Meaningful and fulfilling employment. Corporate strategy as guidance for performance. Fair, consistent, and understandable rules and instructions. Opportunity for growth. Provide training to ensure the health, safety, well-being and fair treatment for all employees. Provide a safe work environment.

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Employees	Meaningful and fulfilling employment. Company goals as guidance for performance. Fair, consistent, and understandable rules and instructions. Opportunity for growth.
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## Internal and external communications

TMS has determined the internal and external communications regarding the effectiveness of the business management system that are needed and has established the process by which these communications take place. Information regarding internal and external communications is shown in Table 2.

## Risk and opportunity management

TMS strives to employ risk based thinking in all aspects of business management system activities.

- To accomplish this end TMS has identified activities for the management of all known risks and opportunities by incorporating them into our existing business management system documentation and/or activities.
- The complete inventory of OP's, WP's, and SP's, document the risks and opportunities known to exist at the time of the procedures revision.
- Further, a matrix of the most important operational risk and opportunity processes, along with the methods for evaluation of these risks and opportunities, and the actions taken to mitigate the risk or capitalize on the opportunities is shown in Table 3.

Unanticipated risks and opportunities are actively sought out by the planned activities listed below.

- Continuous Improvement activities (eg, 5S, Lean Manufacturing, Gemba walks)
- Management review,
- Tracking and reacting to performance objectives,
- Analyzing customer feedback,
- Correcting findings from internal and external audits,
- Capitalizing on opportunities for improvement identified in internal and external audits, and
- Creating action plans for unforeseen issues that may arise.

**Table 2 Internal and External Communications**

The organization shall determine the internal and external communications relevant to the business management system, including:

<b>Internal communications relevant to the Business Management System</b>				
a) on what it will communicate	b) when to communicate	c) with whom to communicate	d) how to communicate	e) who communicates
Quality Policy	To all new hires at the beginning of employment  To all employees periodically as deemed necessary	All employees	By a poster displayed in Quality board and location(s) as necessary  Quality manual  Personal communication	Quality Manager or designee
Relevant quality objectives	To all employees periodically as deemed necessary	All employees	Postings	Quality Manager or designee
Employee contribution to the effectiveness of the BMS, including the benefits of improved performance	To all employees periodically as deemed necessary	All employees	Personal communication	Department Supervisor, Quality Manager or designee
Implications of not conforming with the BMS requirements	To all employees periodically as deemed necessary	All employees	Personal communication	Department Supervisor, Quality Manager or designee
Performance to objectives	Typically (Quarterly)	SLT and all employees	All-Employee Meeting	General Manager or designee
Internal Audit findings	After each internal audit	SLT and employees as required	Via email	Quality Manager
Corrective Actions	As they occur	Department Supervision	Via email	Quality Manager
Procedure revisions	As needed	Affected employees	Training	Author, affected Department Supervisor(s)
Customer problems	As needed	SLT, other as needed	Email, as needed	Quality Manager
Suitability of the BMS	Annual	SLT, other as needed	Management Review	Quality Manager

**External communications relevant to the Business Management System**

a) on what it will communicate	b) when to communicate	c) with whom to communicate	d) how to communicate	e) who communicates
Problems with vendors	As necessary	Affected vendor	Email notifications and/or SCAR form	Quality Manager
Customer requests for corrective action	As necessary	Customer Service Department Supervisor(s), Quality Manager, applicable process owner, and employees as required	Customer / Internal CAR	Customer Service, Quality Manager, and applicable process owner/ supervisors
Significant changes to the BMS	As necessary	Registrar, Customer(s) as required, and employees as required	email (or as personal communication)	Quality Manager
Customer audits follow-up actions	As necessary	Customer, SLT, Department Supervisor(s)	email (or as personal communication)	General Manager, Quality Manager, Human Resources
Registrar audit follow-up actions	Upon completion	Registrar	Letter or email	Quality Manager
Quality Policy	Whenever requested	Interested public	Web site, email	Quality Manager or Website Manager (IT)
Certificate of registration	Whenever requested	Interested public	Web site, email	Quality Manager or Website Manager (IT)
Business System Manual / Info.	As requested (Non-confidential)	Requesting Organization	Email	Quality Manager

**Table 3 – Risks and Opportunities Management for planning of QMS activities**

<b>QMS Processes</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Risks</b>	<b>Communication</b>	<b>Action Mitigation</b>	<b>Opportunities</b>
Customer Related	Contract Negotiations: Receive and review RFQ / requirements. Create quote/no quote from inputs of review team.	Sales Director(s), Programs & General Manager	Tight specs or New technology required. Delivery constraints Infrastructure Resources Liquidated damages to severe Financials	SLT Staff meetings, discussions with customer	TMS may accept contract with risk issues still outstanding. All risk issues are recorded and mitigated as necessary.	Improve Customer Satisfaction leads to new/repeat orders. Ability to grow business and reduce lead-times.. Capture lessons-learned.

<b>QMS Processes</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Risks</b>	<b>Communication</b>	<b>Action Mitigation</b>	<b>Opportunities</b>
Customer Related	Contract Review: Receive PO and review requirements to determine PO acceptance. Provide customer with information.	Sales Director(s)	Delivery Schedule Material availability Production schedules	SLT Staff meetings	Cross-Department review via CDC tool or email or as necessary	Improve Customer Satisfaction, Review Supplier capacity / costs / delivery. Capture any lessons-learned.
Customer Related	Order Processing, Communicate with customer as required.	Customer Service Manager	Special instructions Delivery instructions Packaging instructions Quality requirements Exceptions Operation sheets Drawings Identification Certifications	Email notifications, staff meetings	Resolve discrepancies prior to acceptance of the order. however, in efforts to expedite customer requests, TMS assumes pre-resolution risks related to open outstanding risks	Proper Planning, Customer satisfaction, Improve deliveries, reduce/eliminate escapes. Receive new orders.  Capture any lessons-learned.
Design & Development	Interact with Customer /TMS Sales as needed. Generate Purchase Specs, Flow material req'ts to purchasing.  New Product Release. Generate MI instructions to support Production.  New Process Qualification	Engineering Director	On-Time Delivery New tooling required & available New gages required & available New processes evaluated OJT requirements defined	MI Release, CDC Release tool Customer as needed	Resolve technical discrepancies prior to release to production, however, in efforts to expedite customer requests, TMS assumes risks related to pre-release products	New customer, New applications, New technology,  Improve CDC throughout, Reduce CDC errors.  Capture lessons-learned.
Design & Development	Change Control	Engineering Manager	Uncontrolled / Improper Revision Release.	CDC tool, email	Approval process via CDC tool	Improve CDC throughout, Reduce CDC errors



<b>QMS Processes</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Risks</b>	<b>Communication</b>	<b>Action Mitigation</b>	<b>Opportunities</b>
Design & Development	Software Control	Engineering Manager	Loss of machine recipes. Downtime loss. Document / revision control. Operator training. Software validation. CDC tool.	Software Log. Email reminders.	Software revision logs. Training. Procedure release. CDC tool.	Reduce loss-time. Current recipes always available.
Purchasing	Submit RFQ's, receive and review quotes from suppliers. Approve and issue POs.  Verification of of Received Material.  Send parts/ subassemblies for outsourced processing	Purchasing & Quality Manager	On-Time Delivery. Counterfeit product detection / prevention. Skip-Lot. Release of discrepant product. Material Specifications History supplier / product problems Likelihood of new problems	Email, Supplier quotes/ discussions, I-Inspect webtool. SCAR	I-Inspect webtool. Receiving Inspector Training. Supplier performance Scorecards. Perform in-process validations as necessary. Certs/Test report reviewed	Reduced Supplier escapes. Improve Supplier OTD. Increased skip-lot. I-Inspect webtool
Purchasing	Supplier Control	Purchasing & Quality Manager	Sole Source Supplier. Supplier not meeting delivery, Supplier escapes	Email, Supplier quotes/ discussions, SCAR	Approved supplier list. SCARs. Supplier Surveys. Supplier Audits. Financial review.	Reduced Supplier escapes. Improve Supplier OTD. I-Inspect webtool
Purchasing	Supplier Evaluation, Selection and Development	Purchasing & Quality Manager	Supplier certification status. Supplier performance.	Supplier Metrics, Surveys, On-site Audits	ASL. SCAR. Supplier Surveys. Supplier Audits. Financial review.	Improved supplier relations.
Purchasing	Validation and Control of Special Processes.	Purchasing & Quality Manager	Document control. NADCAP / special certifications required.	ASL. Procedure release, CDC tool	Review ASL and customer requirements	Approval process via CDC tool
Production	Production Planning	Production Manager	On-Time Delivery Where to build (CT/AZ/FL/China? Customer Req'ts	Meetings, emails, CDC tool, or As needed	MI review Team meetings Evaluate site schedules / expertise	Improve overall OTD
Production	Production	Production, and Quality Manger	Nonconforming material control. In-process and Final inspection.	Meetings, emails, CDC tool	CoC/Test Reports MRB control / disposition	Improve overall OTD Data Collection

<b>QMS Processes</b>	<b>Activity</b>	<b>Responsibility</b>	<b>Risks</b>	<b>Communication</b>	<b>Action Mitigation</b>	<b>Opportunities</b>
			Shipping and Packaging. FOD Control. Operator Training & Certification across facilities. Vision testing. Shelf life control. Line clearing (/FOD control). Gage Calibration.		Acceptance of final product First Article Insp. I-Inspect, Final Inspection, NCR closure,  Data collection	Improve output, Reduce Scrap Improve efficiencies Operators training across facilities
Production	Validation and Control of Special Processes.	Production & Quality Manager	Document control. NADCAP / special certifications / customer approval required.	Procedure release, CDC tool	Customer Approval. Internal controls, weld schedule. Document / work instructions	Approval process via CDC tool
Production	Nonconforming Material / Process Control	MRB	On-Time Delivery Product non-conformance Product held up in MRB	MRB team, emails, engineering, sales, as needed	MRB disposition	Data Collection Reduce rejections Improve first pass yields Lessons Learned
Production	FAI	Quality Manager	On-Time Delivery Nonconforming product or process	NCR CAR Communicate with customer as needed	MRB -Return to production Communicate with customer as needed	NCR/MRB disposition and acceptance Lessons Learned
Management Responsibility QMS Support	Operational Performance	SLT, General Manager, Quality Manager	Internal Audits Customer Audits Registrar Audits Nonconformances	Management Review Ops Meeting SLT meetings,	Corrective actions	Improve Performance Metrics Improve Customer Relations / Orders
Management Responsibility QMS Support	Operational Performance	General Manager	Business Performance Metrics	Ops Review Quarterly Communication Meetings	Actions assigned as needed Ops Action Item List	Improve Performance Metrics Improve Customer Relations / Orders

## **THE BUSINESS / QUALITY MANAGEMENT SYSTEM (B/QMS)**

### **Scope, Responsibility and Authority**

The BMS has been established, documented, implemented, maintained and is continually improved in accordance with the requirements of ISO 9001 and AS9100. This manual describes the general processes of the business management system.

All employees have responsibility, freedom, and authority to carry out their work assignments as stated in the quality policy and in this business system manual and associated procedures and documentation in order to meet specified requirements. The Responsibility and Authority for carrying out business management and quality system activities been assigned to the Senior Leadership (or SLT) / Top Management.

In order to implement the business management system, the SLT has completed the following activities:

## **MANAGEMENT RESPONSIBILITY AND ROLE IN THE BMS/QMS**

### **Management Commitment:**

The SLT has established our Quality Policy to demonstrate our commitment to the B/QMS through established performance objectives with measurable goals, conducting regular reviews of our performance against those goals, providing the resources to achieve those goals, managing changes to the business that might impact the integrity business management system, and conduct regular reviews and assessments of the suitability and effectiveness of the system.

### **Customer Focus:**

Senior Leadership has established procedures to ensure that customer requirements are understood and fulfilled with the focus on enhancing customer satisfaction.

## **Quality Policy and Business Objectives:**

### **Quality Policy:**

Times Microwave Systems designs and manufactures high performance RF/Microwave, connectors, cables and cable assemblies for defense, aerospace, telecommunications, and industrial applications.

We are committed to using our talents and technical expertise to meet or exceed customer expectations by providing products and services that meet the highest standards of performance, safety, reliability and quality.

Consistent with our Core Values, each team member is empowered to make recommendations and changes that will foster a culture of continuous improvement. We are committed to excellence in order to pursue and be recognized for world-class quality.

### **Business Objectives:**

Product Quality and Customer On-Time Delivery (OTD)

See Process Effectiveness Assessment Report (PEARs) for KPI's, Business Objectives

### **Business Principals:**

SLT has established the following high-level principals that are relevant to support functions of the BMS. Specific measurable targets are established as needed.

#### **The Business Principals are:**

- Achieve business growth and profitability through customer satisfying performance
- Provide products that perform in applications to customer expectations.
- Develop appropriate systems, processes and product measures to disclose opportunities for continuous improvement.
- Develop and maintain processes to effectively resolve system non-conformities as well as system weaknesses that could potentially result in non-conformities.