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1.0 Revision History Table

Rev	Date	Description	Reviewed By	Approved By
-		Initial Release under AS9100:D		

2.0 Table of Contents

3.0 Company Information

Scope

"Manufacturing, Coating, Procurement and Logistics Services"

Braswell Services is a HUBZone certified company that has developed a Quality Management System to better satisfy the needs of its customers and to continually improve the overall management and success of the company. This system conforms to the requirements defined in the international standard ISO9001:2015 and AS9100:2016 (D).

About Us

Founded in 2016 to bring together companies and resources from different services arenas but with similar strengths, Braswell Services has quickly developed into the "one-stop shop" for procurement, manufacturing, and kitting services.

Our expansive supplier network, teamed with proprietary technology, logistical expertise, and small business flexibility enables us to meet the most stringent requests.

We take pride in assuring no matter the request we will fulfill it to specifications with no worry or hassle to our customers. This has enabled us to expand our offerings both within our existing customer base and to new clients as well, all while maintaining our small business touch.

4.0 Context of the organization

4.1 Management reviews all potential issues, both internal and external, that could impact the products and services provided and takes appropriate actions to align any issues discovered with business strategy and scope. Such planning includes establishing this management system structure and all associated processes, procedures, instructions and forms, as well as providing necessary resources to meet desired business outputs for relevant Interested Parties. Information relating to our organization is discussed and appropriate actions identified, records and taken during regular Management Review Meetings per section 9.3 of this manual.

4.2 Interested parties can include management, employees, customers, suppliers, regulatory and accreditation agencies, and ultimately the end users of products and services provided. Relevant Interested Parties along with their needs and expectations are defined within **Appendix G, Interested Parties**

a. The relevant legal and regulatory needs and requirements are managed by the executives of the company and acted upon as required. These requirements are discussed as part of Management Review and records retained. Any significant risks are added to the Appendix and/or Risk Matrix and handled accordingly.

b. Information relating to interested parties and any feedback received is reviewed and acted upon (as necessary) during regular Management Review Meeting per section 9.3 of this manual.

4.3 The overall scope, capabilities, and expertise performed and provided is defined in section 3 above. This scope includes all requirements per applicable standards, regulations, and customers (as appropriate) and is reviewed periodically by management to determine continued suitability and accuracy. Updates and changes will be defined and implemented as necessary to meet business scope and direction.

Organizational Leadership has determined that requirements of Design and Development (8.3) of products and services are not applicable to the organization and will not affect its ability or responsibility to ensure the conformity of products and services and the enhancement of customer satisfaction. No Design and Development is performed within our organization as our customers provide drawings, specifications, and requirements for services and/or products manufactured.

4.4 The main processes, activities within those processes, sequences, interactions, inputs, outputs, records, resources, and measures of success have been defined in **Appendix E, Process Interaction & Flow Map.**

4.4.1 Processes and their associated measures are reviewed, and actions taken (if necessary) during regular Management Review Meetings per section 9.3 of this manual.

a. Detailed information about each Process Measure can be found in **Appendix B, Target Attainment Plan.**

b. Risks are identified and acted upon according to section 6 of this manual and Company Procedure **SOP-05, Risk Management**.

4.4.2 Documented Information includes the following:

a. This Manual and associated Appendices, which defines top level policy and basic procedure;

b. Procedures and Instructions, which define detailed instruction on specific processes and tasks (see **Appendix F, Procedural Matrix**);

c. Company Procedure **SOP-01, Control of Documented Information** defines Document Control Protocol and the manner in which records are retained;

d. Organization Responsibility and Authorities are identified in **Appendix C, Organizational Chart** and **Appendix D, Roles & Responsibilities**.

5.0 Leadership

5.1 The Management Team is committed to an effective management system structure and demonstrates this commitment through:

a. Leadership, which requires being responsible for and involved/engaged with daily operations, business strategies, and management system parameters;

b. Provision of required resources, which can be personnel and equipment, and providing support to these resources as appropriate;

c. Establishing logical policies and measurable objectives in which to operate and measure success;

d. Effective communication throughout all levels;

e. Promoting the importance of risk-based thinking across all levels and processes in order to improve our processes, customer satisfaction, and move towards a more “proactive” direction;

f. Defined Organization Structure with responsibilities and chain of command;

g. Hosting regular Management Review Meeting to evaluate overall business effectiveness and promote improvement and growth;

h. Establishing processes and providing resources so that all applicable requirements, customer and statutory/regulatory, are clearly defined, understood, and communicated to all pertinent personnel and are consistently achieved;

i. Monitor and measure Customer Quality and On Time Delivery (OTD) and taking appropriate actions if desired levels of performance are not achieved.

5.2 The company’s **Quality Policy** has been established and approved by the Leadership of the organization and can be located in **Appendix A** of this manual. This policy is communicated to all personnel via postings and initial awareness and is available to all interested parties upon request.

5.3 Lines of communication and authority are defined in the **Organizational Chart** located in **Appendix C** of this manual. This document is used to communicate key roles and levels of responsibility, as well as the designated Management Representative (MR) who is the main contact of the Management System.

a. The Management Representative is the main contract person for the Management System but is NOT the only personnel involved or responsible for the overall implementation, management, and performance. This responsibility is shared by all process owners and top management as a team.

b. The MR shall have a direct line to top management to eliminate any potential risk or conflict with other personnel and departments.

c. Top Management is responsible for ensuring that the integrity of the Management System when changes occur, both planned and unplanned. This should be accomplished by planning such changes and putting "safety nets," or running "dual systems" while in a transition period to avoid potential process and product failures that could impact customer satisfaction.

6.0 Planning

6.1 The overall management system is planned based on the business scope, direction and strategies discussed in section 3 and 4 of this manual and directed by top management and company leaders.

a. Risks for the overall business are initially evaluated by management at the top process level, which is reviewed regularly with actions taken to mitigate significant risks as necessary. Such risk identification and mitigation are defined within company procedure **SOP-05, Risk Management**.

b. Regular Management Review Meetings are held per **SOP-04, Management Review**, and include assessing current risk ratings, any changes or additions of those defines threats, and assigning actions as needed for mitigation efforts.

6.2 Performance measures have been established for each of the Core Processes defined in our **Process Interaction & Flow Map** found in **Appendix E** of this manual. These goals are consistent with all policies, are measurable against a desired level, and are communicated to all personnel via postings, emails and briefings.

These goals and their associated performance are evaluated as part of the Management Review Process and can be modified as determined appropriate by management.

6.3 Change is an expected part of business and our management team is constantly looking for new and better methods of operation to stay ahead of the curve. When changes are determined appropriate, or required, they are implemented taking into consideration the allocation or reallocation of responsibilities, authorities and resources, risks including potential consequences while also ensuring the integrity of the overall business management system.

A member of the management team has been appointed the overall point of contact for the Management System, which is identified on the **Roles & Responsibilities, Appendix D** of this manual. This person has direct reporting to Top Management to avoid potential conflict with process ownership.

7.0 Support

7.1 Top Management ensures that appropriate resources are provided and effective in order to achieve business goals, customer satisfaction, and overall growth.

a. Resources are monitored constantly by the management team and formally during the Management Review process according to section 9 of this manual.

b. Resourced provided by external providers are determined during project planning according to company procedure **SOP-06, Order Review & Acceptance**.

c. Resources provided by external providers that do not affect product quality such as janitorial, facilities and certain administrative functions are determined and controlled by appropriate management.

d. Personnel and the overall work areas are crucial to maintaining a knowledgeable and sustainable business while providing quality products to our customers. For this reason, processes are in place to ensure effective and proper facilities and work environments [with consideration to the human and physical factors such as social, psychological, and physical factors] are provided and maintained.

e. Monitoring and Measuring equipment used to verify product conformance are identified, controlled, and periodically calibrated to ensure continued accuracy and suitability for use in accordance with company procedure **SOP-11, Calibration**. Work Orders and product specifications define measurements to be taken to demonstrate conformance.

f. Personnel are trained to perform specific tasks according to company procedure **SOP-02, Competency & Training**. Additional training is provided when process changes occur, or a trend is present that would warrant the need for such activity.

g. Training, established procedures, instructions and forms are in place to capture process knowledge and standardize activities that have proven to be effective. These documents and training processes are in place in order to carry down Organization Knowledge and longevity of business strategies.

7.2 Personnel competence is key in successfully performing tasks and yielding quality products/services to other areas/departments within the business and ultimately the customer.

a. Management has determined all necessary training, education, skills, and qualifications required to perform specific tasks. Competency is verified as defined in company procedure **SOP-02, Competency & Training.**

b. Records of all trainings provided, qualifications, and certifications are retained in employee training files.

7.3 All personnel are made aware of the established quality policy, objectives and goals that pertain to their area/department/process, and how their role can impact the policy and established objectives as well as quality of products/services provided. In addition to this, all personnel should also be aware of:

a. Procedures, Instructions and forms established for their particular area/department/process;

b. Product Safety and Ethical behavior.

7.4 Internal communication occurs via postings, briefings, formal meetings, and emails. The company website may also used to communicate to both internal and external parties regarding matters determined appropriate by company management.

a. Feedback from internal personnel occur via email and meetings while external feedback can be calls, letters, emails or meetings as needed.

b. Feedback from relevant sources are discussed during the Management Review processes as defined in section 9 of this manual or can be acted upon immediately as determined appropriate by management and the nature of the feedback.

c. Applicable regulatory and legal agencies will be contacted as a result of certain feedback, as determined necessary and appropriate by management.

7.5 Manuals, procedures, instructions, forms and records are in place, maintained, and available to personnel in order to decrease possibility of error, promote standard quality practices, and provide objective evidence of completion.

a. Company procedure **SOP-01, Control of Documented Information** defines controls related to establishing, releasing, revising, and controlling internal and external documentation as well as defining the controls related to retaining and protecting records dictated by internal policies and external requirements.

b. All electronic data is periodically backed-up to prevent data loss.

8.0 Operation

8.1 Core Processes are defined per section 4.4 of this manual and business strategies that include core competencies and capabilities are defined in section 3. Such planning includes assessing and mitigating risks, defining special features, and providing appropriate controls to promote quality and safety.

a. Product/service requirements can include drawings, specifications, standards, methods of manufacturing, work instructions, inspection plans, safety of personnel and product use, special handling and storage, end of life estimates and disposition instructions, outside processing, materials, parts, components, assembly, flight critical and key characteristics, Foreign Object Debris/Damage Prevention (FOD), and reliability/maintainability instructions. All of these requirements are product/service specific and can vary in complexity and detail.

b. Requirements for each product/service offered to the customer are reviewed and accepted according to company procedure **SOP-06, Order Review & Acceptance**. These requirements are generally provided by the customer in the form of drawings, specifications, and standards that are specific to each product/service. Such orders will identify Aerospace and Non-Aerospace customers and have unique planning and completion requirements according to customer specifications and internal procedures.

c. Activities required to complete each project are defined, controlled and performed in accordance with company procedure **SOP-08, Production & Inspection**.

d. Production Management is responsible for ensuring processes are performed as planned, schedules are met, and appropriate resources are in place for successful completion.

e. Quality and On Time Delivery (OTD) are process measures that are included in top level objectives found in **Appendix B** of this manual referred to as a **Target Attainment Plan.**

f. Outsourced processes are defined in planning and are controlled to ensure conformance of activities provided by approved sources.

g. Process changes are planned, approved and validated prior to acceptance and shipment. In some cases, customers will be notified of the change prior to implementation or product completion.

h. Risk is identified per process and activity along with ratings for probability and impact according to company procedure **SOP-05, Risk Management**. Hight Risk areas receive mitigation actions to decrease risk potential while Medium or Low Risk areas are not required

to have mitigating actions. Risks are also evaluated and noted during quoting and acceptance of contracts/purchase orders according to company procedure **SOP-06, Order Review & Acceptance**.

i. Configuration of products manufactured and assembled are controlled per associated production documentation, planning, drawings, specifications, and contract/Customer PO. Different configurations of the same product are not co-mingled and each order is identified and controlled for traceability.

j. When product safety is a concern or external party requirement, appropriate handling will be put in place and identification placed on items for downstream users to use caution. Such items will be clearly noted on internal documentation (planning and production).

k. The potential purchase and incorporation of counterfeit parts into the product/services we provide to our customers are kept minimal by utilizing only approved, trusted, and reputable sources according to company procedure **SOP-12, Counterfeit Prevention.** This is also minimized by verifying products/services provided and all paperwork to verify accuracy and traceability per company procedure **SOP-07, Purchasing & Receiving**.

8.2 Quotes, Inquiries, Feedback (both positive and negative), processing orders and all other customer communication is handled according to company procedure **SOP-06, Order Review & Acceptance.** This includes coordinating with other personnel and departments as needed and resolving any and all differences and concerns prior to accepting an order/contract. Records of review and acceptance are retained, including all amendments for existing orders.

8.3 Not Applicable, refer to section 4.3

8.4 External providers, also known as Suppliers or Vendors, are initially approved and continually monitored to ensure products, services, and items provided meet defined requirements.

a. Company procedure **SOP-07, Purchasing & Receiving**, defines the criteria for evaluation and approval, re-evaluation, performance monitoring, as well as defining the purchasing and receiving activities and associated records.

8.5 Production activities are performed under controlled conditions in order to promote safety and quality according to production plans and company procedure **SOP-08, Production & Inspection.**

a. Job Folders / Packages that defines the items to be produced and details data, such as dimensions, materials, sequence and required operations, inspection points, tools, programs, equipment, outside processing required, and other relevant data and specifications.

b. Management regularly monitors facilities, work environment, resources and personnel to ensure suitability and efficiency for promoting quality, safety, and to meet defined schedules.

c. Processes that cannot be verified by inspection activities will be periodically validated to ensure desired results can and are achieved. These processes are referred to as special processes and are generally outsourced due to limited capabilities and expertise. Conformance records of these activities are retained.

d. All products are identified by associated documentation (either hard copy or electronic) or unique labels referencing a specific Work Order or PO. Production documentation identifies part number and revision at a minimum for traceability purposes.

e. Property belonging to customers or external providers while being used or under our control is identified, verified, protected and safeguarded until incorporated into products/services or returned to the customer per agreements.

   Should customer or external provided property be lost, damaged or otherwise found to be unsuitable for use, the customer is notified, and documentation retained as needed.

f. All materials, tooling and equipment is used, stored and maintained in a manner to promote safety, longevity and quality. Production operations are performed in an environment to decrease possibility of error and damaged products. Quality and current status of materials are verified during production operations.

   When applicable, additional provisions to ensure preservation that includes cleaning, foreign object detection, prevention & removal, special handling and storage for sensitive products, marking & labeling to include safety warning and cautions, shelf-life and stock rotation, and special handling and storage for hazardous material are enabled.

g. Most post-delivery activities are related to Returned Material Authorization (RMA) when items are found to be suspect and/or nonconforming after shipment. This can include warranty items, if provided. On occasion customers request presence onsite for startup to ensure no issues exist with the product and will be notated in the customer contract.

h. In the event change for production or service provision is required to the extent necessary to ensure conformity with planned requirements only authorized persons identified within our system can approve production or service provision changes including our responsibility to retain records describing the results of the review of changes, the persons who authorized the change and any necessary actions arising from the review.

8.6 Products/Services are verified to ensure conformance to defined requirements at appropriate stages based on planning. Product is not released to the customer until these planned arrangements have been satisfactorily completed unless otherwise approved by relevant authority and, as applicable, by the customer.

Documented information is retained regarding the release of products and services including evidence of conformity with acceptance criteria and traceability to the person/s who authorized the release to the customer.

8.7 Products or services that do not conform to defined requirements are identified and controlled to prevent their unintended use or delivery and appropriate actions are taken per company procedure **SOP-09, Control of Nonconforming Products**. Such controls include detection of potential nonconformance's after delivery, which is generally handled by an RMA procedure according to section 8.5.g above.

Records of rejections and actions taken are retained as documented information according to company procedure **SOP-01, Control of Documented Information.**

9.0 Performance evaluation

9.1 The overall Management System and business operations are monitored, measured, analyzed and evaluated periodically to ensure system success and identify areas of improvement**.**

a. Key Process Indicators (also known as KPI's) are defined for each process as a **Target Attainment Plan**, which is located in **Appendix B** of this manual. These process measures are

formally evaluated and acted upon during the management review process per company procedure **SOP-04, Management Review.**

b. Production planning defines what product attributes will be measured and records retained to demonstrate successful completion per **SOP-08, Production & Inspection.**

c. Customer Satisfaction is measured by receiving customer complaints/grade reports, reviewing internal data relating to customer rejections and on-time delivery (OTD), and corrective actions.

9.2 Internal Audits are periodically performed to ensure continued suitability, effectiveness and conformance to applicable standards, internal policies and procedures, and applicable external party requirements. Audits are performed in accordance with company procedure **SOP-03, Internal Audits**.

9.3 Formal Management Review Meetings (MRMs) are held at least annually to ensure that the Management System is functioning as planned and driving continual improvement per company procedure **SOP-04, Management Review**. Minutes of each meeting is documented on a standard form and actions assigned as necessary.

10.0 Improvement

Continual Improvements are generally initiated through management review actions, internal audit actions, process measures and trends, and formal Corrective Action Requests (CARs).

a. Management is always looking at areas of improvement to processes, facilities, products provided, and quality in an effort in correcting, preventing or reducing undesired effects with the intent of improving performance and effectiveness of the management system. When opportunity is determined appropriate and logical, action is directed, and resources provided with a clear description of desired output.

b. Formal Corrective Action is required for any audit nonconformance (internal or external), when desired performance levels are not achieved during a reporting period (as determined appropriate and justified by management), and systemic issues that require correction and prevention. Company procedure **SOP-010, Corrective Action**, defines responsibilities and actions for the corrective action process.

c. Records of corrective actions and management reviews are retained per company procedure **SOP-01, Control of Documented Information**.