



Glenair Inc., 1211 Air Way, Glendale California 91201 - Telephone: (818) 247-6000, Fax: (818) 543-0317

Quality Policy and Objectives

“Glenair Quality Depends on Me!”



Quality Policy

“Glenair Quality Depends on Me” is a signal to all employees to meet or exceed customer expectations in their daily work activities. We continually strive to enhance our quality management system in support of our commitment towards exceptional quality products, superior delivery, and customer satisfaction.

Quality Objectives:

Glenair quality objectives are the “KEY Performance Indicators” of the company as a whole. Glenair employees make every effort to achieve the following goals:

- **Reduce Customer Rejections**
- **Improve Customer Satisfaction**
- **Improve On-Time Delivery Performance**
- **Reduce In-House Manufacturing Rejections**
- **Improve Supplier Performance**

Glenair’s performance on several Key Quality Objectives can be viewed at: Webapp/AS9100/Documents/Measurement of Objectives/



COMPANY NAME	GLENAIR, INC.
ADDRESS	1211 AIR WAY GLENDALE, CA 91201-2497
YEAR ESTABLISHED	1956
TELEPHONE	818-247-6000
FAX	818-500-9912
WEB SITE	http://www.glenair.com
E-MAIL ADDRESS	sales@glenair.com
SIC #	3728
D & B #	00/8385312
CAGE CODE	6324
NAIC CODE	335929
TAXPAYER I.D.	95-1986434

TYPE OF BUSINESS

DESIGN, MANUFACTURE AND DISTRIBUTION OF
 HIGH-RELIABILITY ELECTRICAL AND OPTICAL INTERCONNECT PRODUCTS
 FOR MILITARY AND COMMERCIAL APPLICATIONS
 GLENAIR MANUFACTURES FULL-SPECTRUM PRODUCT LINES
 DESIGNED TO MEET EVERY INTERCONNECT REQUIREMENT.
 FROM MIL-DTL-83513 MICRO-D ASSEMBLIES, FROM COMPOSITE ENCLUSURES TO
 ASSEMBLY TOOLING, FROM ULTRAMINIATURE COTS CYLINDRICAL
 CONNECTORS TO MILITARY STANDARD MIL-C-28840 CONNECTORS AND MORE.

BUSINESS STATUS

PRIVATELY HELD CORPORATION	YES
SMALL BUSINESS CONCERN	NO
SMALL DISADVANTAG4D BUSINESS CONCERN	NO
WOMAN OWNED BUSINESS CONCERN	NO
HUB ZONED SMALL BUSINESS CONCERN	NO
VETERAN OWNED	NO
DISABLED VETERAN OWNED	NO
FOREIGN OWNED	NO
EQUAL OPPORTUNITY EMPLOYER	YES

KEY CONTACTS

PRES	C. TOOMEY
VP ENGINEERING	G. BROWN
VP PRODUCTION	P. McGEE
SALES MGR	S. HEVENTHAL
CREDIT MGR	P. EVARISTO
QA MGR	L. DUKE
CUSTOMER SERVICE	A. PETERS

WORK SCHEDULE:

40 HOURS - 2 SHIFTS

SIZE: (APPROX)

EMPLOYEES (GLENDALE)	
ADMINISTRATION	385
PRODUCTION	1608
ENGINEERING	93
QUALITY	87
TOTAL	2173

FLOOR SPACE - SQUARE FOOTAGE	750000+
CAPACITY UTILIZED	80%

PAYMENT TERMS:

NET 30

SPECIALTY METALS DFARS - COMPLIANT	YES
MERCURY FREE ENVIRONMENT - COMPLIANT	YES
ITAR - COMPLIANT.....REGISTRANT # M-5696	YES
COUNTERFEIT PREVENTION AS5553 - COMPLIANT	
ROHs - COMPLIANT	

PLEASE SEE WWW.GLENAIR.COM

MAJOR CUSTOMERS:

BOEING
HONEYWELL
LOCKHEED-MARTIN
DRS
NORTHROP
PARKER-HANNIFIN
HAMILTON SUNDSTRAND

QUALITY MANAGEMENT SYSTEM:

AS9100C CERTIFIED - ORIGINAL CERT: DECEMBER 2007

CERT # C2010-02779-R2

FREQUENTLY ASKED QUESTIONS:

GENERAL:

- 1 ARE THERE OTHER CUSTOMER APPROVALS? (SEE ABOVE)
- 2 IS THERE A DOCUMENTED QUALITY MANUAL? (ATTACHED TABLE OF CONTENTS)

DOCUMENTATION

- 3 IS THE QA MANUAL UNDER REVISION CONTROL?
- 4 ARE PROCEDURES AND WORK INSTRUCTIONS UNDER REVISION CONTROL?
- 5 IS THERE A UNIQUE INTERNAL NUMBERING SYSTEM FOR COMPONENTS AND SUB ASSEMBLIES?

QUALITY ASSURANCE

- 6 DOES QUALITY ASSURANCE REVIEW CUSTOMER'S PURCHASE ORDERS?
- 7 DOES QUALITY ASSURANCE REVIEW ENGINEERING CHANGE ORDERS?
- 8 ARE INTERNAL AUDITS PERFORMED AT REGULARLY SCHEDULED INTERVALS?

PROCESSING

- 9 ARE PROCEDURES AND WORK INSTRUCTIONS AVAILABLE AT WORK & INSPECTION STATIONS?
- 10 ARE STATISTICAL TECHNIQUES UTILIZED TO MONITOR PROCESSES?
- 11 ARE ALL ITEMS PROPERLY IDENTIFIED? (RAW MATERIAL, COMPONENTS, SUB-ASSEMBLIES, AND ASSEMBLIES)
- 12 ARE ALL RAW MATERIALS UNDER LOT CONTROL THROUGH FINAL INSPECTION?

CALIBRATION

- 13 ARE INSPECTION GAGES, MEASURING DEVICES, AND TEST EQUIPMENT PERIODICALLY INSPECTED AND RECALIBRATED AT ESTABLISHED INTERVALS?
- 14 ARE EMPLOYEE OWNED TOOLS AND GAGES IDENTIFIED, CONTROLLED AND CALIBRATED?
- 15 ARE THERE DOCUMENTED METHOD IS USED TO DEFINE THE GUIDELINES & PROCEDURES OF THE CALIBRATION SYSTEM? (ANSI / NCSL Z540)
- 16 IS THERE TRACEABILITY TO NIST?

NON-CONFORMING MATERIAL

- 17 IS ALL REJECTED MATERIAL PROPERLY IDENTIFIED AND SEGREGATED TO PROHIBIT USE?
- 18 IS THERE A MATERIAL REVIEW BOARD (MRB)?
- 19 ARE THERE RECORDS OF MRB ACTIONS?
- 20 IS MRB AUTHORIZED BY ANY CUSTOMERS?
- 21 IS CORRECTIVE ACTION TAKEN AND EFFECTIVITY VERIFIED?

RECEIVING INSPECTION

- 22 IS ALL MATERIAL INSPECTED PRIOR TO USE?
- 23 ARE COPIES OF PURCHASE ORDERS AVAILA BLE TO RECEIVING INSPECTION?
- 24 IS THERE AN APPROVED SUPPLIER LIST?
- 25 ARE COPIES OF ALL CERTIFICATIONS ON FILE? (10 YRS)

SPECIAL PROCESSES

- 26 ARE THERE ANY SPECIAL PROCESSES PERFORMED? (SOLDER)
- 27 IS THERE ESTABLISHED TRAINING PROCEDURE FOR SPECIAL PROCESSES? (NASA 8739.3 & J-STD 001 CERTIFIED)

INSPECTION

- 28 DO ALL PRODUCTS / PROCESSES GO THROUGH A FINAL INSPECTION?
- 29 IS SAMPLING INSPECTION PERFORMED?
- 30 WHAT MEHOD OF SAMPLING INSPECTION PERFORMED? (ANSI Z1.4 & MIL-STD-1916).
- 31 ARE RECORDS OF FINAL INSPECTION MAINTAINED?
- 32 AR FIRST ARTICLE INSPCTIONS PERFORMED ON INITIAL PRODUCTION RUNS? (REF: AS9102)

Art Shrock

SUBMITTED BY

Date: JAN-2013

SENIOR QUALITY STAFF / SPECIALIST



PERRY JOHNSON REGISTRARS, INC.

Certificate of Registration

Perry Johnson Registrars, Inc., has assessed the Quality Management System of:

Glenair Inc.

1211 Airway, Glendale, CA 91201 United States
1214 Park Street, Paso Robles, CA 93446 United States
25 Village Lane, Wallingford, CT 06492 United States
2300 East Valencia Drive, Fullerton, CA 92831 United States
641 South State College, Fullerton, CA 92831 United States

*(Hereinafter called the Organization) and hereby declares that
Organization is in conformance with:*

ISO 9001:2008 and AS9100:2009 Rev. C

This Registration is in respect to the following scope:

**Design, Manufacture and Distribution of High-Reliability Electrical and
Optical Interconnect Products for Military and Commercial Applications**

(The assessment was performed in accordance with AS9104A. PJR is accredited under the aerospace Registrar Management Program.)

*This Registration is granted subject to the system rules governing the Registration referred to above, and the
Organization hereby covenants with the Assessment body duty to observe and comply with the said rules.*

For PJR:

Terry Boboige, President

Perry Johnson Registrars, Inc. (PJR)
755 West Big Beaver Road, Suite 1340
Troy, Michigan 48084
(248) 358-3388



The validity of this certificate is dependent upon ongoing surveillance.

Effective Date:
December 11, 2010

Revision Date:
June 18, 2012

Expiration Date:
December 10, 2013

Certificate No.:
C2010-02779-R2



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Corporate Headquarters

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Glendale, CA 91201
Tel: (818) 247-6000
Fax: (818) 500-9912
Web site: www.glenair.com

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Glenair, Inc. (SCPM)
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Fax: (714) 680-3785

Document Approved By:


Chris Toomey - President


Pat McGee – Vice President / CFO/QMR



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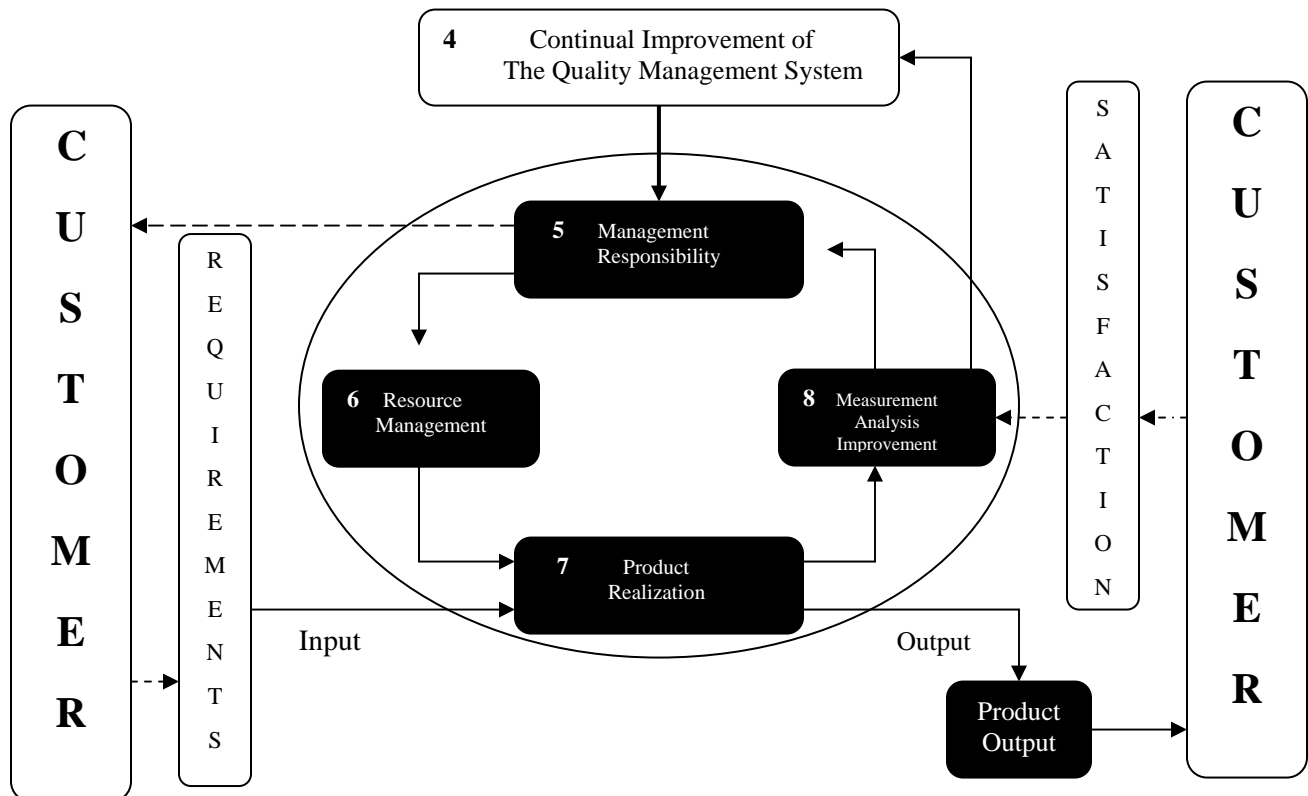
Introduction:

Glenair Inc., Glenair, The Company; uses a process-based approach when developing, implementing, and improving the effectiveness of its Quality Management System. This approach takes inputs and converts them into value added outputs to achieve the desired results in accordance with customer and/or regulatory requirements, see figure 1.

F It is the purpose of our Quality Management System to comply with the requirements of the AS9100C:2009 and ISO 9001:2008(E) international standards and the requirements set forth by our customers and/or regulatory authorities. The system also maintains the flexibility to incorporate additional quality system standards based on new or additional requirements as they become evident.

This quality manual describes the scope and structure of our Quality Management System, our documentation structure, the sequence interaction of the processes employed, and our approach to implementation. It is also design to encourage individual responsibility and commitment to maintain the integrity of the system and the effectiveness and continuous improvement of our processes and procedures.

Figure 1
Process-Based QMS Model





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Company Profile

Glenair has been the leading manufacturer and supplier of commercial and Mil-Spec connector accessories since 1956. Building on that foundation, we now offer various full-spectrum product lines to meet every interconnect requirement, including a broad range of military qualified and commercial connectors.

Glenair is a privately-held company headquartered in Glendale California whose strengths include full-spectrum product lines, fast “turnaround” on quotes and custom orders, same day delivery on many products, unsurpassed sales and technical support in every major connector and accessory market worldwide, and the industry’s largest finished goods inventory. Throughout the years we have made outstanding customer service our approach for maintaining our position as the industry’s best-value interconnect supplier.

Quality Policy

“Glenair Quality Depends on Me” is a signal to all employee’s to meet or exceed customer expectations in their daily work activities. We continually strive to enhance our Quality Management System in support of our commitment towards exceptional quality products, superior delivery, and customer satisfaction.

Glenair’s Guiding Principles

- Protect the reputation of the organization;
- Focus on results rather than on methods;
- Be reality oriented and intellectually honest;
- Bow to the customer’s convenience;
- Build “win-win” business relationships;
- Keep today’s customer satisfied;
- Be the first with the most;
- Follow the Glenair “game-plan”;
- Pursue each task through to completion;
- Practice follow-up and follow-through;
- Delegate the right part of the job;
- Trust your judgment;
- Grow the Glenair family with quality people;
- Take action.

1.0 Scope:

1.1 General:

Glenair is the market leader in the sales, marketing, manufacturing, and distribution of aerospace and commercial interconnect products which includes a full range of connector accessories,



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connectors, bulk conduit, conduit assemblies, Fiber Optic connectors, accessories, and cable assemblies, and custom molded cable harnesses.

Glenair is a fully integrated company which employs an internationally recognized Quality Management System that manages numerous linked process activities that integrate all sales, design, planning, manufacturing, inspection, and assembly processes that meet or exceed customer and/or regulatory authority requirements. We realize the need to affectively implement and continuously improve our quality management system to maintain the highest level of quality possible with the products we offer.

(F) This Quality Manual documents basic AS9100C:2009 / ISO9001:2008(E) and other unique customer, statutory, and / or regulatory authority quality system requirements implemented by Glenair, Inc.

(F) 1.1.1 Exclusions:

- AS9100C:2009, Clause 7.5.1.4 (c), (d), (e) “Post-Delivery Support”: Glenair products do not require servicing, scheduled repair, routine maintenance, or any other operational control process of the product after shipment.

1.1.2 Off-Site Locations:

- The Paso Robles, CA & Wallingford, CT offices manage numerous link processes related to the sales, marketing, and product design and development activities only.
- The Fullerton, CA location manages numerous link activities related to the manufacturing processes which include CNC machining, milling, and secondary machining operations and perform some limited connector sub-assembly operations.

1.2 Application:

The Quality Management System described herein is applicable to all areas of the Company and is further detailed within this Quality Manual. Compliance with these provisions is mandatory. The Quality Manual documents the roadmap of company structure, procedures, process interactions and their relationships for accomplishing the requirements of the customer, government and/or regulatory authority agencies.

The mission of this document is to communicate a standard of operation with inputs from all related departments and to achieve the output result of:

- Consistent and reliable product quality that meets or exceeds the customers’ needs;
- Processes that are well documented and monitored for evaluation of the Quality Management System and products for continuous improvement opportunities;
- The collection of data and reporting on the effectiveness of the Quality Management System.

2.0 Reference Documents:



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The following lists the documents used as a guideline for the management, operation, and evaluation of the Glenair Quality Management System. The current revision released on all reference documents stated herein and as referenced in the lower level support documentation shall apply.

External Specification Standards:

SAE-AS9100 - Quality Management Systems – Requirements for Aviation, Space & Defense Organizations

SAE-AS9102 - First Article Requirements

SAE-AS9103 - Variation Management of Key Characteristics

NHB5300.4 - NASA Inspection System Provisions

D6-82479 - Boeing Quality Management System for Suppliers

ISO 9000 – Quality Management System, Functional & Vocabulary

ISO 9001 – Quality Management System - Requirements

ISO 10007 - Quality Management- Guidelines for Configuration Management

ISO 10012 - Quality Assurance Requirements for Measuring Equipment

ISO 19011 - Guidelines for Quality and/or Environmental Management Systems Auditing

3.0 Terms and Definitions:

All terms and / or definitions are specific within this manual.

4.0 Quality Management System:

4.1 General Requirements:

Consistent with establishing, documenting, implementing, and maintaining a Quality Management System and to continually improve its effectiveness, Glenair has:

- Defined the processes required for the Quality Management System and their application throughout the company;
- Applied appropriate methods to identify and address applicable customer, statutory and/or regulatory quality management system requirements;
- Determined the sequence and interaction of these processes;
- Established the criteria and methods required to ensure that both the operation and control of these processes are effective;
- Ensured the availability of resources and information necessary to achieve the quality and process objectives throughout the operation;
- Identified the process to monitor, measure where applicable, and analyze these processes;
- Implemented actions necessary to achieve planned results and continuous improvement.

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4.2 Quality Management System Processes:

- (H) 4.2.1 Listed below are the established processes that form the Quality Management System and their application throughout Glenair.

Interaction Processes:

- Contract Review;
- Design & Development;
- Production Planning;
- Purchasing;
 - Outside Processing;
 - Raw Material;
 - Purchased Parts;
- Inventory Control;
- Product Realization;
 - Machining;
 - Die casting;
 - Molding;
 - Stamping;
 - Extrusion;
 - Forming;
 - Braiding;
 - Cabling;
- Product Assembly;
- Packaging & Shipping;

Supporting Processes:

- Human Resources;
- Information Technology;
- Control of Documents;
- Control of Records;
- Control of Non-Conforming Product;
- Preservation of Product;
- In-Process Inspection;
- Receiving Inspection;
- Sub-Final & Final Inspection;
- Control of Monitoring & Measuring Devices ;
- Preventive Maintenance;
- Training;

Continuous Improvement Activities:

- Management Review;
- Quality Objectives;
- Internal Audits;
- Corrective & Preventive Actions;
- Data Analysis;



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- 4.2.2 These processes are managed by Glenair in accordance with the stated international standard and are based on the process approach. They include processes for management activities, provision of resources as applicable, product realization and the monitoring, measuring, and analysis to ensure product conformity and to identify opportunities to continually improve the effectiveness of Glenair's Quality Management System.

These processes are based on the quality management system of "Plan-Do-Check-Act" approach and are realized and defined as:

- Plan – establish the objectives and processes necessary to ensure desired results in accordance with customer and/or regulatory authority requirements;
- Do – Implement and sustain these processes;
- Check – monitor and measure the processes against policies, objectives and requirements for the product and report the results;
- Act – take action to continually improve process performance and implement accordingly.

The model of our process-based approach is shown in figure 1 which illustrates the process linkage presented in clauses 4 through 8 from the stated international standards. This illustration shows that our customers play a significant role in defining the requirements and output expectations. Monitoring customer satisfaction requires the evaluation of information related to customer perception as to whether Glenair has met or exceeded customer requirements.

The interaction between the processes of the Quality Management System are established, documented, and implemented to the requirements of the stated international standards. The interaction of the processes is shown in figure 2, which identifies how these processes interact and are managed within the Quality Management System.

4.3 Outsourced Processes:

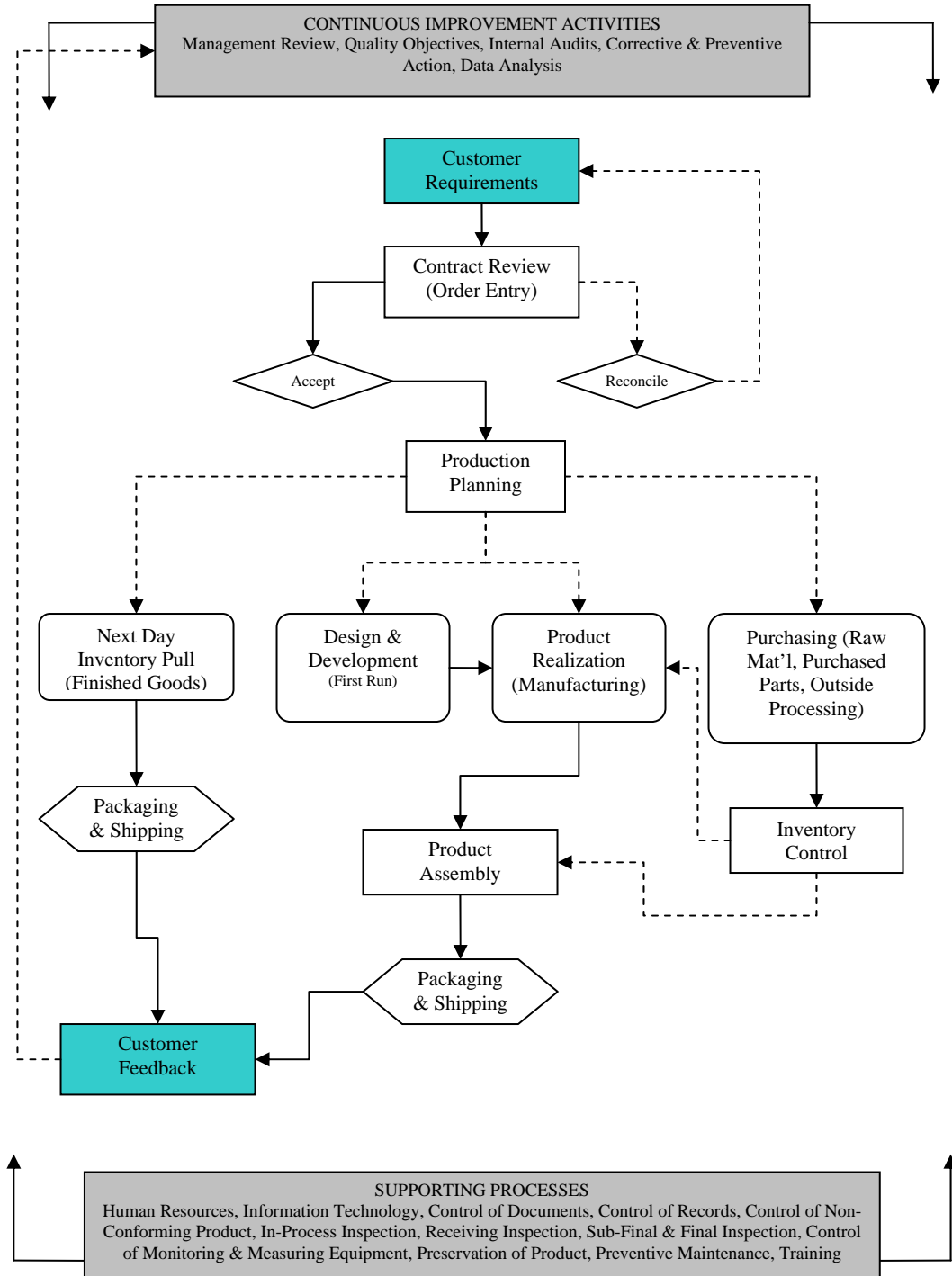
- 4.3.1 Outsourced processes are handled through our purchase process to ensure said processes affecting conformity to the product requirements are identified and controlled per the requirements of the applicable Quality Management System procedure(s).



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Figure 2
Process Interaction
(Refer to 4.2.1)





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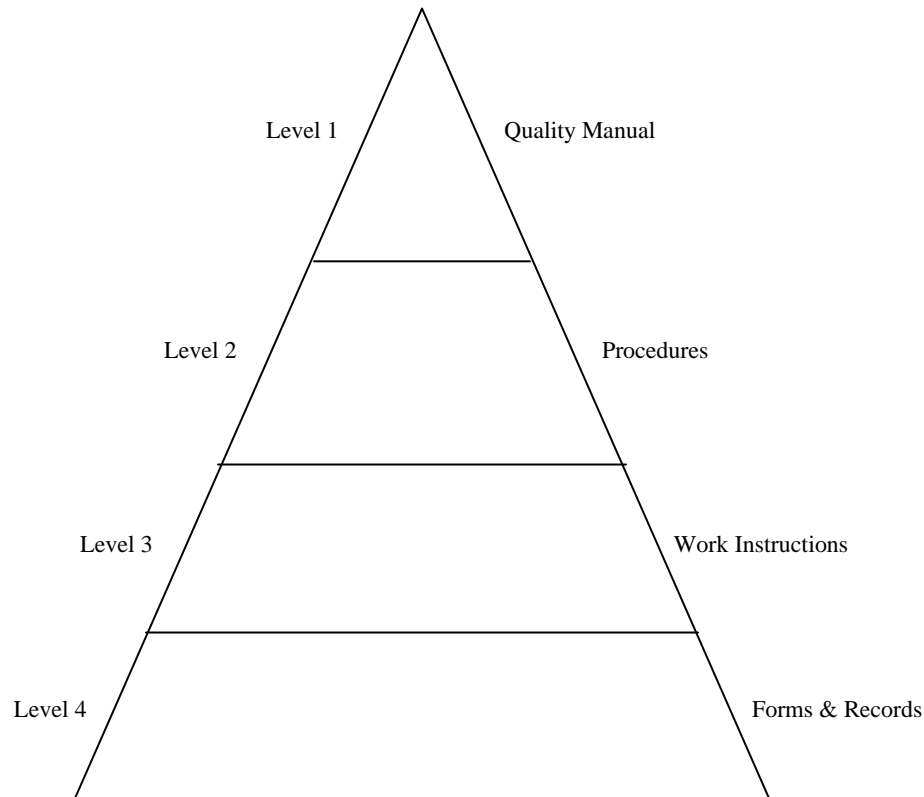
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5.0 Quality Management System Documentation Structure:

5.1 General:

Figure 3 illustrates the documentation levels and interrelationships between the identified processes required to achieve the result of the company objectives. Glenair operates a Quality Management System, which reflects our overall business needs and is structured in accordance with the industry standard guidelines referenced in section 2 of this manual.

Figure 3
Quality System Documentation Structure



5.1.1 Hierarchy of the Quality Management System Documents established by Glenair are sub-divided into four (4) levels to assure compliance and implementation of the requirements set forth in the stated international standards and the requirements of our customers.

Level 1 – Quality Manual: describes the scope, structure, and management definition of our policies and Quality Management System, including permissible exclusions and the justification thereof of those requirements of the applicable international standard that do not apply and have been excluded from the Quality Management System processes. The Quality Manual makes



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reference to level 2 procedures that provide a matrix that cross-references the procedures applicable to the stated international standard clauses, see table 1.

Level 2 – Procedures: describes how the process is followed and identifies the various activities to be carried out, including but not limited to, other documents associated with the process activity. The procedures are those required by the stated international standards, see 2.0, and those determined by Glenair that assure the effective operation and implementation of our Quality Management System is maintained and sustained.

Level 3 – Work Instructions: Describes the detail of the process activity, often step-by-step instructions, for the appropriate execution of the activity and include such items as workmanship standards, material control, data input, handling of products, product assembly techniques, verification & validation of in-process product realization inspection requirements, and product packaging and shipping methods. When appropriate they will include visual aids and other written materials either stated within these documents or as additional instructional documents. They may also be used as a training aid for new employees and when executing a new process or changing / improving an existing process.

Level 4 – Forms & Records: provides objective evidence of conformance or nonconformance of the requirements and the effective performance of the Quality Management System. These documents include, but are not limited to, automated job travelers, process sheets, checklists, test reports, internal audit reports, certifications, and other documents that demonstrate an activity was carried out and the output results are in accordance with the stated input requirements.

- 5.1.2 The Quality Management System documents are located, maintained, and controlled on Glenair's intranet. Glenair personnel are aware of their job, related functions, and the processes used to perform their job responsibilities and how to access these documents as applicable. These documents are also available for review by customer and/or regulatory authority representatives.
- 5.1.3 The Quality Management System is reviewed by management each quarter to ensure its continuing suitability, adequacy, and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the Quality Management System, including the quality policy and quality objectives.

6.0 Quality Management System Procedure Cross reference Matrix:

6.1 General:

The relationship between the requirements of the AS9100C:2009 / ISO 9001:2008(E) and Glenair's documented procedures are shown in table 1. This cross reference matrix shows the Glenair procedural relationship to the standard and makes reference to the standard clause requirements.

Other QMS documents written, controlled, and maintained by Glenair in support of our Quality Management System are identified in the company's master QMS document index. They are arranged by department and document type and are used by Glenair personnel accordingly.



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Table 1
Procedure Cross Reference Matrix

AS9100C Clause(s)	AS9100C Description	Glenair Procedure / Description
4.2.1	Quality Policy and Objectives	ADMP 004 – Quality Policy & Objectives
4.2.3	Control of Documents	QCDDP 012 – Control of Documents
4.2.4	Control of Records	QCDDP 013 – Control of Records
7.1.2	Risk Management	ADMP 006 – Risk Management
7.1.3	Configuration Management	ENGP 007 – Configuration Management Processes
7.3	Design & Development	ENGP 001 – Design & Development Control
8.2.2	Internal Audit	QCDDP 011 – Internal Audits
8.3	Control of Nonconforming Product	QCDDP 015 – Control of Nonconforming Product
8.5.2	Corrective Action	QCDDP 004 – Corrective Action
8.5.3	Preventive Action	QCDDP 002 – Preventive Action

7.0 Responsibility, Authority, and Communication:

7.1 General:

Responsibilities, authorities, and their interaction are defined and communicated within the organization by management and documented as part of the Quality Management System documentation, in the company’s organizational charts, in the job descriptions, and in the various procedures and work instructions as applicable.

7.2 Management Representative:

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7.2.1 The Vice President/CFO is the designated quality representative and has direct responsibility and authority to resolve Quality issues within the company irrespective of other responsibilities. This includes but is not limited to:

- Ensuring that the processes needed for the Quality Management System are established implemented and maintained;
- Reporting the performance of the Quality Management System and any need for improvement to senior management;
- Promoting the awareness of customer requirements throughout the organization;
- Communicating areas of improvement at all levels;
- The organizational freedom and unrestricted access to top management to resolve issues pertaining to quality;
- Liaison responsibility, when appropriate, with external parties related to the Quality Management System.
- Notification of any pertinent changes in organization, facility location or in the quality management system status to Glenair’s customer base within 48-hours upon discovery or as specified by the customer contract or purchase order. The method of customer notification shall be at the discretion of the organization.

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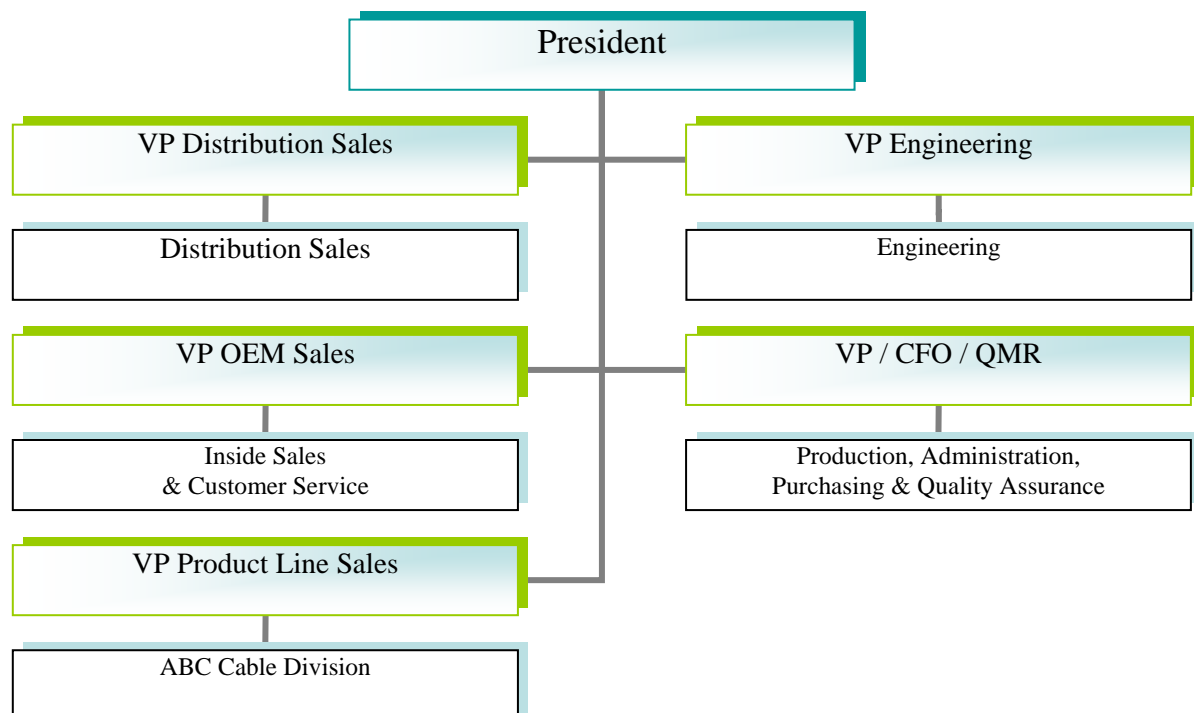
7.3 Management Review:

7.3.1 Management Review meetings are conducted quarterly to review Glenair's Quality Management System to ensure its continuing suitability, adequacy, and effectiveness and to assess opportunities for improvement including changes to the Quality Management System, the Quality Policy, and Quality Objectives as applicable.

7.4 Senior Management Organizational Structure:

- (E) 7.4.1 Glenair's senior management structure is shown in figure 4 below. Individual department organizational charts are located, controlled, and maintained on Glenair's intranet.

Figure 4
Organization Chart





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8.0 Revision Record:

Changes within this document will be identified with the applicable revision letter designator enclosed in a circle unless otherwise specified below. ○

Revision LTR	Approved For Release:	Effective Date:	Released By:
A	A. Shrock	11-Oct-06	A. Miklos
B	P. McGee	31-Jul-07	A. Miklos
C	P. McGee	19-May-08	A. Miklos
D	A. Miklos	25-Sep-08	A. Miklos
E	A. Miklos	17-Sep-09	A. Miklos
F	A. Miklos	6-Jan-12	A. Miklos
G	A. Miklos	20-Feb-12	A. Miklos
H	A. Miklos	12-Mar-12	A. Miklos

- B Completely re-written to clarify and effectively define those procedures required by the international standard and to identify those level II documents required by the organization to ensure effective planning, operation, and control of the applicable areas, functions, and processes are clearly specified. See revision “A” for “was” condition.
- D Changed the first page under “Satellite Locations” and added the 641 State College facility address under the Glenair Fullerton location operation.
- E Up-dated to concur with the latest revision release of the ISO9001:2008(E) international standards. Changes also include all references to said standards within the body of this document.
- F This document was revised to comply with revision “C” of the AS9100 international standard.