1.0 Introduction

This Quality Manual contains the following information:

- Background in the Aerospace Composites Industry
- Mission Statement
- Organizational Chart
- Quality Policy
- Quality Objectives
- Scope of the Quality Management System (QMS)
- Quality Process Relationship Map
- How Radius Meets AS9100 Requirements

2.0 Table of Contents

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3.0 Background in the Aerospace Composites Industry

Radius Engineering, Inc. has been a unique resource in the aerospace composites industry since 1986. Our goal: see our customers profitably manufacture net-shape composite parts using Radius' Net-Shape technology. Our services and products are internationally recognized and acclaimed.

Radius' Customers Include:

Airbus
Albany International
Bell Helicopter
Boeing Defense and Space Group
Boeing Commercial Airplane Group
Boeing Helicopters
Collins Aerospace

GE Aviation
Northrop-Grumman
Lockheed Martin
Sonaca Group
Spirit AeroSystems
Raytheon Technologies

Supported CAD Platforms Include:

Mechanical:
- SolidWorks
- CATIA

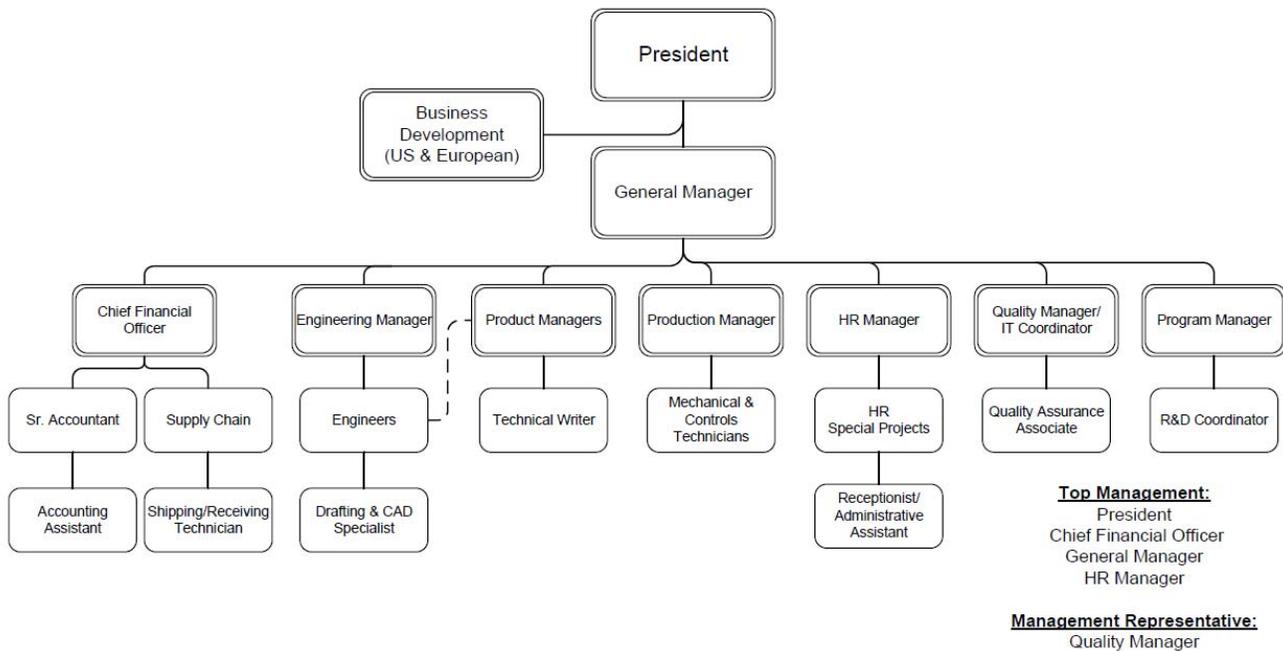Controls:
- SolidWorks Electrical
- EPLAN
- AutoCAD Electrical

4.0 Mission Statement

Radius Engineering Statement of Purpose:

1. Radius will supply its customers with goods and services that provide the highest level of productivity in the composites industry worldwide.

2. Radius will accomplish this by:
    a. Employing and nurturing people in a safe, creative, and fun work environment.
    b. Responding quickly to customer needs and service requirements.
    c. Actively developing and obtaining new technologies to support its employees and customers.

3. The value of our work and products will produce benefits for our company and all our employees. At the same time, our growth will be secondary to maintaining the quality of our personal, corporate, and community well-being.

5.0 Organizational Chart

Top Management:
President
Chief Financial Officer
General Manager
HR Manager

Management Representative:
Quality Manager

6.0 Quality Policy (Rev B)

- Radius is <u>dedicated</u> to providing innovative and integrated composites engineering services, manufacturing equipment, and support.

- We <u>commit</u> to our customers' satisfaction and repeat business by quickly responding to their needs with superior solutions and ongoing support services.

- We continually <u>evolve</u> our QMS by measuring and analyzing our results and applying lessons learned to the refinement of our company's processes.

7.0 Quality Objectives (Rev G)

Radius is dedicated to achieving and maintaining a high level of customer satisfaction. This is accomplished by committing to Radius' Quality Objectives, as established by Top Management:

- Meet or exceed committed ship dates of Workcells, Injection Systems, and Tooling projects at least 95% of the time

- Meet or exceed expectations on all customer provided scorecards [surveys]

- Maintain warranty costs at 1% of revenue or less in any 12-month period

Any failure to achieve these objectives is documented, tracked, and resolved per Radius' Corrective Action process (see 10.20).

8.0 Scope of the QMS

This QMS, which complies with the requirements of AS9100D, is designed to support Radius' ability to consistently provide products that meet customer, statutory, and regulatory requirements. It establishes the steps taken by Radius to continually improve customer satisfaction and internal processes. It also defines controls for the prevention and early detection of nonconforming products and how Corrective Actions are effectively implemented and assessed to resolve issues as they arise.

Within the scope of this QMS, Radius provides the following equipment and services:
- Engineering, Design, Analysis, and Manufacturing Process Development Services
- Tooling Design and Fabrication
- Manufacturing Workcells, including Resin Transfer Molding (RTM) & Same Qualified Resin Transfer Molding (SQRTM) Presses and auxiliary equipment
- Resin Injection Systems
- Technology Transfer and Customer Support

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Radius has determined that the following interested parties are relevant to its QMS:

- Customers
- Employees
- Radius Management
- Suppliers
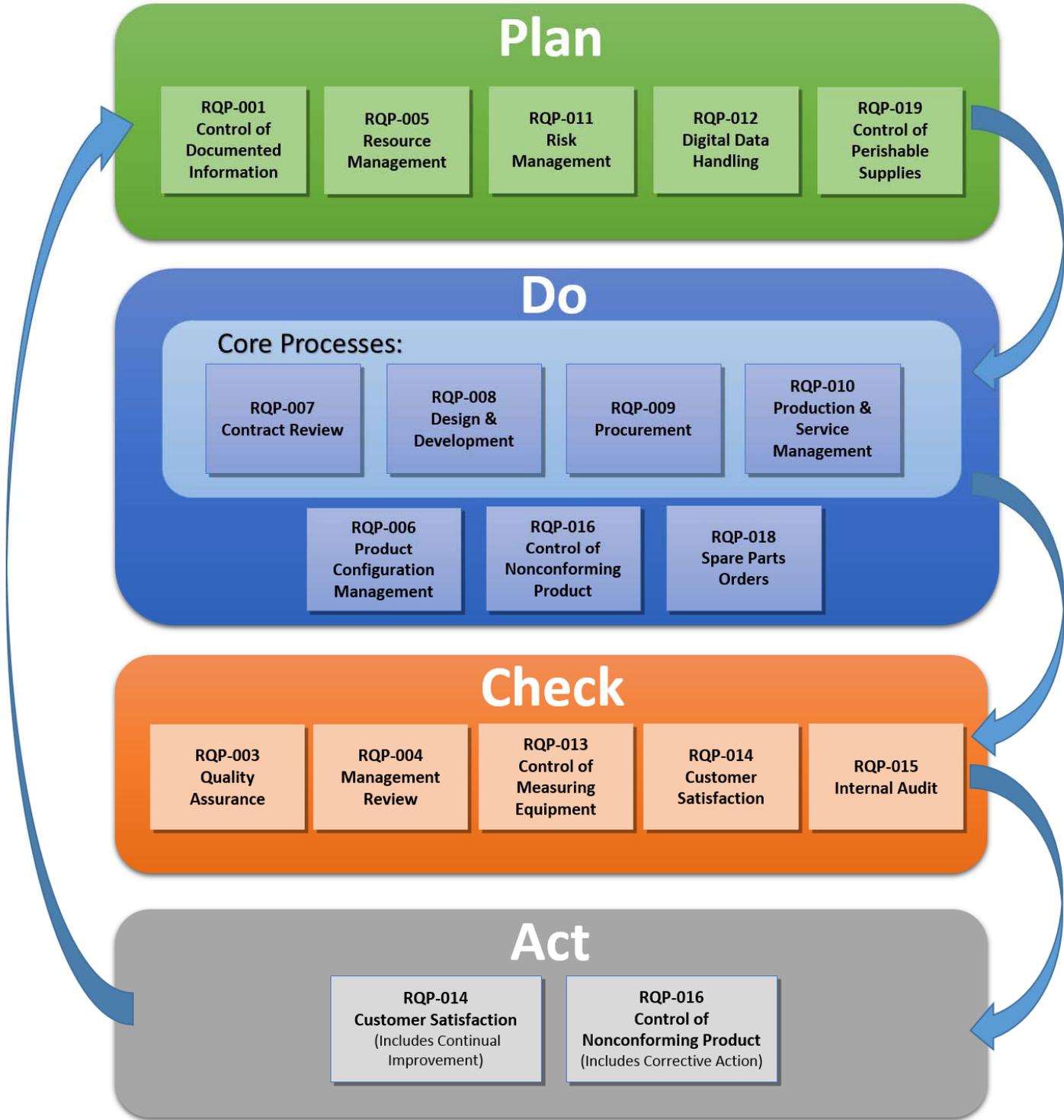- Radius' Board of Directors

Radius considers both internal and external issues, as well as the requirements of interested parties, when assessing the effectiveness of the QMS, determining any changes to be made, and assessing actions necessary to ensure the steady, incremental growth of the organization. Radius maintains a register of these issues, which serve as an input to Management Review where appropriate.

<u>Outsourced QMS Processes:</u>

Radius outsources the following QMS processes when necessary:

- Remote Data Backup (Controlled by RQP-001)
- Inspection & Product Testing (Controlled byRQP-009)
- Product Shipment (Controlled by RQP-009)
- Manufacture of Tooling (Controlled by RQP-012)
- Equipment Calibration (Controlled by RQP-013)

9.0 Process Interaction Map

Plan

RQP-001 Control of Documented Information	RQP-005 Resource Management	RQP-011 Risk Management	RQP-012 Digital Data Handling	RQP-019 Control of Perishable Supplies

Do

Core Processes:

RQP-007 Contract Review	RQP-008 Design & Development	RQP-009 Procurement	RQP-010 Production & Service Management

RQP-006 Product Configuration Management	RQP-016 Control of Nonconforming Product	RQP-018 Spare Parts Orders

Check

RQP-003 Quality Assurance	RQP-004 Management Review	RQP-013 Control of Measuring Equipment	RQP-014 Customer Satisfaction	RQP-015 Internal Audit

Act

RQP-014 Customer Satisfaction (Includes Continual Improvement)	RQP-016 Control of Nonconforming Product (Includes Corrective Action)

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10.0 How Radius Meets AS9100 Requirements

10.1 Planning

- Top Management's responsibility is to ensure that Radius' Quality Management System (QMS) is maintained and that changes to the QMS are planned.
- Radius maintains a log of internal and external issues identified through planning, the risks and opportunities identified for those issues, and the requirements of interested parties.
- These issues, risks, and opportunities are monitored and reviewed periodically to determine what actions are required to meet the requirements of interested parties.

10.2 Awareness

- All Radius employees contribute to the effectiveness of the QMS by following procedures, sharing knowledge, resolving issues as they arise, and looking for opportunities for continuous improvement initiatives.
- Improvements to the QMS create numerous benefits, including improved efficiency, increased customer satisfaction, financial stability, and positive employee morale.
- Radius ensures that all employees are aware of their contribution to the effectiveness of the QMS, the benefits of improved performance, implications of not conforming to QMS requirements, their contribution to product conformity and safety, and the importance of ethical behavior through the following methods:
    - All new hires receive an overview of company policies, employee benefits, a facility walk-through with an emphasis on safety, and an overview of the QMS, including the Quality Policy and Objectives
    - An Employee Handbook is accessible to all employees. This handbook outlines Radius' Mission Statement, the Employee Code of Ethics and Conduct, Radius Core Values, workplace policies, and communication methods within the organization. It also describes the purpose and benefits of our QMS
    - Employees learn and periodically review the Radius Quality Procedures (RQPs), which define how employees contribute to specific processes within the QMS.
    - Radius holds company-wide meetings periodically to update employees on company performance, project status, and upcoming events
    - Managers and Human Resources (HR) conduct annual Employment Reviews to assess employee performance, their contributions to the QMS, and to address any implications of not conforming with QMS requirements

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- o Radius offers ongoing training to address specific areas where opportunities arise to improve awareness
  - o Departments hold meetings as needed to reinforce employee awareness
- Radius notifies employees of changes to the QMS through e-mail notifications or formal training, whichever is more suitable.

10.3 Communication

- Radius communicates the effectiveness of the QMS to the organization through the following methods:
  - o Company meetings
  - o Departmental meetings
  - o Ongoing training
  - o Electronic communication
  - o One-on-one coaching
- Radius has established processes for communicating with customers and suppliers. These processes are outlined in RQP-007 Contract Review, RQP-009 Procurement, and RQP-014 Customer Satisfaction.
- Radius maintains www.radiuseng.com as a resource where existing and potential customers can obtain information on the products, services, and support offerings.

10.4 Organizational Knowledge

- Radius has determined the knowledge necessary for the effective implementation of the QMS and maintains it in the following formats, as appropriate:
  - o Radius Quality Manual (QM)
  - o Radius Quality Procedures
  - o Work Instructions
  - o Training and Technical Modules
  - o Checklists and Records (e.g., Project Plans, Production Control Documents, Nonconformity Reports)
  - o Trip Reports (e.g., from visits to customers)
  - o Logs
- Radius also maintains a log of historical information, which includes:
  - o Lessons learned on projects
  - o Customer feedback and suggestions
  - o Significant warranty claims/Corrective Actions
  - o The results of Continual Improvement Initiatives
- When changes are required to address new requirements or trends, Radius uses its existing knowledge to determine what additional information is necessary and how to acquire it. Common sources for new knowledge include but are not limited to:
  - o Industry communications and publications
  - o Externally provided training

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> o Cross-training of existing employees
> o Consultants

10.5 Product Safety

- Radius uses risk management techniques to ensure that safety-critical items identified during Design & Development are addressed and that equipment is manufactured to meet customer requirements while ensuring employee and end-user safety.
- All employees receive training on how their actions contribute to product safety.
- Managers and Radius Stewards are responsible for identifying and managing risks to safety as they occur throughout product realization.
- Where appropriate, Radius develops and administers specific safety training.

10.6 Control of Documented Information (RQP-001)

- Radius stores QMS documents electronically in the Product Data Management (PDM) system, a file configuration management database.
- When a document is not suited for storage in the PDM, Radius maintains it in a suitable location.
- Radius controls the following documented information:
  - o Organizational knowledge (e.g., Quality Manual, RQPs, intellectual property, training materials, forms, lessons learned)
  - o External information (e.g., standards, specifications, statutory/regulatory requirements, customer-provided documents)
  - o Evidence of conformity (e.g., records)
  - o Information reflecting organizational intellectual property (e.g., Computer-aided Design [CAD] models, drawings, product specifications, and other project documentation)
- Radius maintains electronic data integrity with a planned backup program whereby backed-up data is stored both on and off-site. This plan is managed by a third-party Managed Services Provider and overseen by Radius' IT Coordinator.
- Records are maintained in the PDM unless otherwise specified. The PDM Administrator ensures access to data is limited to the appropriate personnel by assigning PDM privileges. Radius maintains QMS records for at least 7 years unless otherwise stated or required.
- When applicable, requirements for the control of records are flowed down to suppliers.

10.7 Contract Review (RQP-007)

- Before responding to any request for proposal, Radius considers internal resources and customer needs to determine:
  - o Radius' ability to meet all technical requirements

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- o Requirements not stated or known by the customer but necessary for the specified or intended use of the finished product (Radius may propose that these additional requirements be added to the Statement of Work).
  - o Operational risks of the project such as new technology, cost, and short delivery schedules
  - o Project scope, milestones, deliverables, payments, and schedules
  - o Any related statutory, regulatory, and industrial standard requirements
  - o Compliance requirements for all applicable export regulations (ITAR, EAR)
  - o Ability to supply product installation and field service to meet the customer's requirements
- Radius evaluates the technical and financial risks inherent in a project to determine who within the organization must approve the proposal.
- After approvals are obtained, Radius will send a quote to the customer for their review.
- When a customer sends Radius a PO, Radius again assesses the current workload and available resources to determine if the customer's proposed delivery date is achievable and will communicate with all parties as appropriate.
- When changes to a PO are necessary (either at the onset of the project or during product realization), Radius will determine if any cost or on-time delivery implications exist. If so, Radius works with the customer to document the changes appropriately (e.g., by amending the PO).

10.8 Design & Development (RQP-008)

- At the onset of a project, Radius compiles a Project Plan that contains the following:
  - o Key project information
  - o Budget and schedule milestones
  - o Risks and applicable mitigation activities
  - o Project-related action items
- Radius develops a schedule containing all project stages. This schedule is reviewed regularly throughout the project's duration.
- Project Managers (PM) compile a Design Requirements Record and determine what verification/validation activities should occur for each requirement.
- The Design Team conducts reviews throughout the Design & Development process to ensure that design and product safety requirements are met. Authorization to proceed to the next stage is obtained and documented at the conclusion of each review.
- Using the Project Plan and schedule for guidance, the PM will conduct design reviews as required. Results from these design reviews are recorded and maintained.
- PMs coordinate the input of the project's Bill of Materials (BOM) into Radius' Enterprise Resource Planning system and release it (or portions of it) for procurement per the project's build schedule.
- Before manufacturing begins, Radius generates a Production Control Document (PCD) with the following information, as applicable:

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- o A list of reference documents (e.g., drawings, work instructions) approved for use by production personnel
  - o The current revision of each document
  - o The anticipated production sequence
  - o A table defining which assemblies require in-process testing
  - o A link to post-production testing requirements
- Radius creates work instructions to provide specific details regarding the sequence, techniques, and equipment required to complete a production step when this information is not reasonably determinable from an assembly drawing.
- PMs use a Product Testing Requirements record to capture design requirements that necessitate post-production testing (e.g., to demonstrate that customer requirements have been achieved).

10.9 Product Configuration Management (RQP 006)

- When a part, assembly, or drawing is approved and released for the first time, its revision level is automatically set to "A" by the PDM.
- Each time a design-related document is revised, reapproved, and re-released, the PDM will automatically increment the revision level to the following letter in the alphabet.
- Revision levels of drawings and assemblies are traceable in the PDM throughout product realization. Drawing revisions are tracked on Purchase Orders (POs), and assembly revisions are tracked on PCDs.
- Design changes may result from customer requests or internal design evolution/refinement.
- When a design change results in a departure from customer requirements or otherwise requires customer acknowledgment, the PM (or appropriate delegate) requests customer authorization before implementing the change. PMs capture customer-approved changes in the Project Plan.
- For customer requested configuration changes resulting in a significant deviation from previously agreed-to schedule/costs, Radius will request a revised PO or some other written statement from the customer acknowledging their responsibility for the change.
- Radius generates an Engineering Change Notice (ECN) when changes to a part, assembly, or other product configuration information are required. PMs distribute ECNs to all parties affected by the change(s).

10.10 Procurement (RQP-009)

- Radius maintains an Approved Supplier List (ASL) of external providers who have been approved to supply goods and services for projects.
- Radius requests that new suppliers complete a self-evaluation before being added to the ASL. Self-evaluations are requested every three years thereafter.

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- Radius assigns an initial risk rating to all suppliers based on the scope of anticipated work, the supplier's importance to Radius' supply chain, and any certifications they may hold.
- Radius evaluates supplier performance (including on-time delivery and quality) monthly and assigns each one a Low or High-risk rating. If a supplier's risk rating is High for any reason, Radius may remove it from the ASL.
- Radius notifies suppliers if their performance does not meet Radius' requirements.
- If a supplier does not adequately respond to a Supplier Corrective Action Request or poor performance does not improve, Radius may remove it from the ASL or limit their approval status to "Conditional."
- Radius reviews POs for accuracy before submitting them to a supplier.
- If prudent and reasonable, Radius may outsource inspection activities to suppliers. In these cases, Radius will request that they provide documentation to confirm that part(s) meet PO requirements (e.g., in the form of test data). Radius reviews this inspection documentation before accepting the item(s).
- Control of work transfers is controlled via the Procurement process, specifically by issuing POs with stated requirements then subsequently inspecting the completed work.
- Radius takes the following steps to prevent counterfeit parts:
  - Maintains and monitors the ASL monthly
  - Flows down a requirement to all suppliers that they are responsible for taking the necessary steps to prevent the introduction of counterfeit parts into the supply chain
  - For parts deemed critical during design reviews, Radius may require test data, material certifications and/or Certificates of Authenticity to certify that the product provided is not counterfeit
  - Ensures that the appropriate employees receive training on counterfeit part awareness and detection

10.11 Production & Service Management (RQP-010)

- Radius ensures adequate resources (e.g., personnel, space, tools, and equipment) are available to support anticipated production activities.
- Radius uses a Production Control Document (PCD) to ensure that production activities are carried out in a controlled manner and that in-process inspection activities are conducted at the appropriate time.
- Radius uses controlled measuring equipment to confirm that specified requirements have been achieved.
- Foreign object detection and removal are part of the inspection process. This ensures that nonessential items have been removed from the work area and that machine or equipment components are uncontaminated.
- Changes to production sequences and processes must be appropriately authorized and documented.

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- Radius develops Standard Manufacturing Procedures to validate special processes for production (e.g., when the resulting output cannot be verified by subsequent monitoring and measurement).
- Employees must receive training on these processes before they are approved to conduct them without supervision
- Throughout production, Radius addresses specific requirements for the preservation of product as appropriate.
- Radius ensures finished products are packaged per customer requirements to protect against physical damage during storage and transport.
- When determining the extent of post-delivery activities, Radius will consider the following:
  - Statutory and regulatory requirements
  - The intended use of the product/service and any potential undesired consequences, as identified through risk management activities
  - Customer requirements, as determined in RQP-007 Contract Review
  - The need to collect and analyze in-service data related to product performance and reliability
  - The need to control, update, and provide product use and maintenance manuals
  - The need for off-site work (e.g., installation)
  - Ongoing support (e.g., training, warranty claims, replacement parts, etc.)
- Warranty concerns are handled in accordance with Radius Warranty Terms as noted in Radius' proposal.

10.12 Quality Assurance (RQP-003)

- Radius ensures that procured products conform to stated specifications, thereby fulfilling customer requirements, by conducting the following activities:
  - Incoming inspection
  - Off-site inspection
  - Supplier inspection
  - In-process verification/validation
  - Post-production testing
  - Outgoing inspection of spare parts orders
- Radius trains personnel conducting incoming inspections on suspect counterfeit part awareness.
- When inspection activities are not outsourced to a supplier, these activities will be conducted by approved personnel at Radius or at the supplier's site to ensure that products meet stated criteria.
- Radius personnel use calibrated measuring equipment to conduct inspections, and these results are recorded.
- For suppliers with a High-Risk rating due to low quality, Radius takes additional precautions to ensure that product meets specified requirements.

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10.13 Risk Management (RQP-011)

- When planning for the QMS, Radius considers internal and external factors and interested parties that have a stake in the effective operation of the QMS.
- Radius reviews information related to the context of the organization and interested parties during Management Review Meetings (see 10.18).
- Radius evaluates project risks before contract acceptance to determine if and how risks can be mitigated and whether they will be accepted.
- Throughout a project, Radius assesses risks to budget, schedule, resources, technical performance, and the achievement of customer requirements. These risks are documented, along with any measures taken to mitigate them.
- At each phase of Design & Development, the Design Team evaluates the Risk Management Plan for adequacy. Authorization is required to proceed to the next stage.
- After production/product testing, Radius reviews the Risk Management Plan to ensure it has been sufficiently implemented before authorizing a product's release to a customer.
- Radius maintains a Business Continuity Plan to ensure that Radius is prepared to:
  - Respond in cases where operational key processes are disrupted
  - Maintain critical activities during episodes of disruption
  - Return to "business as usual" as quickly as possible

10.14 Digital Data Handling (RQP-012)

- Radius ensures that digital datasets specifically related to design are appropriately identified, maintained, and secure.
- Radius flows down customer requirements for handling digital datasets to approved suppliers.
- Radius uses customer-approved secure data transfer methods for the exchange of datasets.
- Where required, Radius contracts tooling production and product inspection to approved suppliers with oversight from Radius as applicable.

10.15 Control of Measuring Equipment (RQP-013)

- Measuring equipment (ME) intended for use during incoming/in-process inspections and post-production testing is calibrated and protected from damage.
- Radius stores controlled ME in a suitable location appropriate to the application and usage frequency.
- When necessary, calibration of controlled ME is outsourced to an accredited organization using measurement standards traceable to international or national measurement standards.

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- When calibration is conducted by Radius personnel, measurement standards traceable to international or national measurement standards are used, when possible.
- When equipment is determined to be out of calibration, Radius will investigate whether the device was used in previous inspection or verification activities and take actions appropriate to the effect the defective equipment has had on a product's conformity to customer requirements.

10.16 Customer Satisfaction (RQP-014)

- Radius monitors Quality Objectives and core process metrics monthly.
- Failure to achieve a Quality Objective will be documented, tracked, and resolved per Radius' Corrective Action Process (see 10.20).
- When a core process metric misses a predetermined target, the process owner will take action as appropriate.
- For customers who do not provide a formal scorecard, Radius may attempt to gather feedback on their perception of the conformity of products/services provided by Radius and any suggestions for improvement.
- Radius creates Continual Improvement Initiatives to document significant efforts to improve customer satisfaction and process performance.
- Management Review meetings serve to determine if actions taken to address customer concerns have been effective.

10.17 Resource Management (RQP-005)

Human Resources (HR)
- Radius' mission is to employ people in a safe, creative, and fun environment
- Radius provides resources to ensure the effective planning and implementation of the QMS.
- HR and Management actively work together to ensure that employees are competent.
- Management conducts annual performance reviews for each employee and ensures that training is provided when appropriate.

Work Environment and Infrastructure
- Radius' Top Management ensures that appropriate resources are provided to maintain a safe and suitable work environment.
- Radius has identified qualified Stewards for each functional area within the Radius facility.
- Stewards conduct safety assessments of each area at least once quarterly. Stewards are responsible for notifying Management of any concerns with the work environment and infrastructure they may discover, including those brought to them by employees working in the area for which they are responsible.
- Radius has established a Preventive Maintenance Plan and reviews it regularly to ensure equipment remains in good working order.

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- Radius maintains a customer property log and will notify the customer if something is lost or damaged while in Radius' possession.

10.18 Management Review (RQP-004)

- Radius holds Management Review meetings at least twice yearly. These meetings serve as a formal opportunity to review all aspects of the QMS, including the need for changes and the overall effectiveness and suitability of Radius' quality processes.
- Radius considers the following inputs for inclusion in each Management Review meeting:
  - The status of actions from previous reviews
  - Internal and external changes to the QMS
  - Performance and effectiveness of the QMS, including the following:
    - Customer satisfaction and input from relevant interested parties
    - Status of Quality Objectives
    - Process performance and product conformity
    - Nonconformities and Corrective Actions
    - Monitoring and measurement results
    - Audit results (internal and external)
    - Supplier performance
    - On-time delivery performance
  - Adequacy of resources
  - Effectiveness of actions taken to address risks and opportunities
  - Opportunities for improvement
- Outputs from Management Review include decisions/action items related to:
  - Opportunities for improvement
  - The need for changes to the QMS
  - Resource needs
  - Risks identified during the review
- Employees create Continual Improvement Initiatives to document significant efforts to improve the effectiveness of the QMS.
- Radius' Management Representative distributes Management Review minutes to the Management Team and communicates relevant information from the review throughout the organization

10.19 Internal Audit (RQP-015)

- Radius maintains an internal audit schedule to ensure that all QMS processes are audited on a regular basis. When determining the frequency and extent of audits, Radius considers the status and importance of the processes to be audited and the results of previous internal and external audits.
- When Radius finds a process to be nonconforming, a Corrective Action request is initiated. Nonconforming processes are re-audited within 6 months to ensure that corrective actions are effective and suitable.

10.20 Control of Nonconforming Product (RQP-016)

- Nonconforming Products (NCPs) detected at incoming inspection or in the course of production/testing are marked with an NCP tag and segregated to an appropriate NCP Quarantine Area when possible. When Radius detects NCPs after delivery or use has started, Radius notifies the customer immediately and takes action as appropriate, determined by the effects or potential effects of the nonconformity (NC).
- Radius documents details related to NCs and uses the data gathered to analyze trends and guide process improvement efforts.
- Radius notifies suppliers of all NCPs attributed to them, and a Supplier Corrective Action Request may be issued depending on the severity of the NC and the supplier's past performance.
- Radius determines the appropriate correction for NCPs. Possible dispositions include repair, rework, return to supplier, scrap, use-as-is, and repurpose.
- Dispositions of "Use-as-is" and "Repair" are used only after authorizations are received from a qualified representative of the organization responsible for the product's design. If the NC results in a departure from contractual requirements, a concession from the customer is also required.
- Depending on the severity of an NC, formal Corrective Action may be required. Radius considers how the NC was detected (e.g., reported by a customer or during an audit) urgency, cost, frequency, and the likelihood of the NC to recur.
- If incoming inspections, in-process inspections, or product failures indicate that a part or material may be counterfeit, Radius takes appropriate steps to prevent that part from re-entering the supply chain and reports it to the relevant authorities.
- In cases where Corrective Action is required, Radius takes the following steps:
    - Analyze the NC to determine the root cause(s)
    - Determine action(s) required to prevent it from recurring – actions should be appropriate to the effects of the NC
    - Implement (when possible) action(s) to prevent the NC from recurring
    - Evaluate the effectiveness of those actions after at least 60 days have passed
- A Nonconformity Report (NCR) may be authorized for closure when the following criteria have been met, as appropriate:
    - Disposition has been carried out
    - Re-inspection has occurred, and the NC is eliminated
    - Suppliers have been notified, and supplier Corrective Action is considered sufficient
    - Root causes have been analyzed, and Corrective Actions have been implemented and evaluated for effectiveness
- If a part is suspected to be counterfeit, Radius quarantines the part while an investigation is conducted. Radius takes steps as appropriate for confirmed counterfeit parts to ensure they do not re-enter the supply chain.

10.21 Continual Improvement (RQPs 004 & 014)

- Radius has implemented a Continual Improvement program to document and evaluate opportunities to improve customer satisfaction and/or the effectiveness of the QMS. These opportunities occur as a result of:
    - Observations arising from internal and external audits
    - Customer suggestions or NCs resulting from customer error
    - Employee observations of inadequate, ineffective, or nonexistent processes
- Continual Improvement Initiatives are reviewed during Management Review meetings (see 10.18).

10.22 Spare Parts Orders (RQP-018)

- Radius processes customer orders for the spare parts required to maintain Radius equipment.
- Orders may be submitted online at http://shop.radiuseng.com, by e-mail, telephone, or fax.

10.23 Control of Perishable Supplies (RQP-019)

- Radius takes care to track and maintain temperature-sensitive material and time-sensitive consumables that may expire.
- Radius requires and maintains written records of customer requests to use expired materials.

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