

UNITED SPACE ALLIANCE POLICY



UNITED SPACE ALLIANCE MANAGEMENT SYSTEM

POLICY

It is the policy of United Space Alliance (USA) to manage the company in a systematic and visible manner using a management system that is designed to continually improve the effectiveness and efficiency of USA's performance. This policy manual is applicable to all contracts, programs, products, services, and processes managed by USA and creates the requirement for the

- a. Determination of the needs and expectations of customers and stakeholders including a commitment to compliance with applicable legal, contractual, and other requirements
- b. Determination of the policies needed to provide a framework for setting and reviewing goals, objectives, and targets
- c. Determination of processes needed for the management system and their application throughout the organization, including their sequence and interaction
- d. Determination of the criteria and methods needed to ensure that the operation and control of processes are effective and that significant environmental aspects are taken into account
- e. Determination and provision of resources and information needed to support the operation and monitoring of processes
- f. Determination of methods needed to monitor, measure, and analyze processes; the implementation of actions necessary to meet goals and objectives; and the continual improvement of processes
- g. Determination of methods needed to provide control over processes that are outsourced to vendors and subcontractors that may affect product conformity
- h. Communication to the company needed on the importance of meeting customer, statutory, and regulatory requirements
- i. Conduction of management reviews needed to ensure continuing suitability, effectiveness, and improvement of the management system

USA Quality, Safety, and Health and Environmental Management System (EMS) policies shall be

- a. Communicated to all employees and subcontractors working under the USA Management System
- b. Available to the public
- c. Reviewed on a regular basis to ensure continuing suitability

Management System Policies

USA Management System policies demonstrate the company's commitment to comply with legal and other requirements and help to ensure constancy of purpose throughout the company. These policies provide the framework for setting and reviewing the goals, objectives, and targets of the USA Vision Support Plan (VSP).

Safety and Health Policy

USA believes in protecting and safeguarding their employees as well as the public, their physical assets, and the national assets entrusted to them. This commitment extends beyond company bounds to encompass their families, communities, business partners, and those that interface with the hardware that USA processes. USA believes in

- a. Preventing every mishap and occupational injury/illness
- b. Reducing the use of toxic materials and minimizing potential exposure
- c. Developing and continuously improving programs for safety and occupational health excellence
- d. Faithfully complying with or exceeding all applicable laws and regulations, and applying responsible standards where they do not exist
- e. Requiring equivalent behavior from business partners and associates
- f. Sharing safety and health performance information with customers and the community

Quality Policy

USA is committed to providing safe, high-quality, best-value space operations, services, and technologies to their customers. To meet this mission, USA shall focus on customers in the development of clear and visible values, high expectations, and a Quality Management System (QMS) that effectively provides synthesis, alignment, and integration to the company and its key processes. The USA QMS shall be continually improved in order to achieve customer retention and loyalty, market share gain, and growth. USA shall base their success on the knowledge, skills, creativity, and motivation of the employees and partners. USA shall judge their success by the fulfillment of the responsibility they have to their customers, stakeholders, and the communities where they operate.

Environmental Policy

USA believes in protecting and safeguarding the environment. This commitment extends beyond company bounds to encompass families, communities, business partners, and those that interface with the environmental attributes that USA controls. USA believes in

- a. Preventing every environmental incident
- b. Reducing the use of toxic materials and waste production
- c. Developing and continuously improving programs for environmental excellence
- d. Faithfully complying with or exceeding all applicable laws and regulations, and applying responsible standards where they do not exist
- e. Championing environmentally conscientious behavior both on and off the job
- f. Requiring equivalent behavior from business partners and associates
- g. Sharing environmental performance information with customers and the community

This statement summarizes the USA Quality, Safety, and Health, and Environmental policies.

Products and Services for Space Operations***Safe, On-Time, and Error Free*****DEFINITIONS**

USA Management System - The USA Management System is comprised of all processes and controls necessary to implement and coordinate business activities in order to meet customer, legal, and other requirements and company goals.

USA Quality Management System (QMS) - The segments of the management system that direct, control, or impact the development and implementation of the USA Quality Policy and the management of product and service quality, continual improvement, and customer satisfaction.

USA Safety and Health Management System (S&HMS) -The segments of the management system that direct, control, or impact the development and implementation of the USA Safety and Health Policy.

USA Environmental Management System (EMS) - The segments of the management system that direct, control, or impact the development and implementation of the USA Environmental Policy and the management of environmental aspects.

Leadership of USA - Functional directors and Program Management.

GENERAL

The USA Management System is comprised of all processes and controls necessary to implement and coordinate business activities in order to meet the company's goals. It is the function of the management system to ensure that company output meets or exceeds customer needs and requirements, as well as internal objectives and targets that are consistent with the company charter, vision, mission, and values. The management system mandates that for each task, business requirements have been determined, a plan is developed to meet those requirements, the plan is implemented, the implementation is checked, and the results of the check are analyzed and acted on, as needed.

Note: For an overview of USA products, services, and capabilities within the scope of the USA Management System, please visit <http://www.unitedspacealliance.com/>.

Business Charter

USA is chartered to operate and maintain space systems (hardware/software) once those systems have been put into use. The principal markets for USA revolve around space operations tasks that are associated with human space flight.

Vision

USA's vision is to be a world leader in space operations on Earth, on orbit, and beyond.

Mission

USA's mission is to provide safe, high-quality, best-value space operations, services, and technologies to their customers.

Core Values

USA's core values are safety, innovation, ethical behavior, and success.

Management System Goals, Objectives, and Targets

USA shall communicate and implement its goals, objectives, and targets through the VSP. The VSP shall be reviewed annually for continuing suitability to lead the organization toward improved performance. The VSP shall be implemented through a hierarchy of goals and where practicable, measurable objectives and targets. The top-level USA goals represent both policy and specific intentions that are designed to support an overall commitment to achieving the company mission and vision. The VSP shall be used to establish a visible link between the work being done by employees and its impact to the realization of company goals, its impact to customer satisfaction, safety, and health, and its impact to the environment. VSP goals and their importance shall be communicated to all levels of the company.

Goal 1

Perform: *Achieve excellent customer satisfaction and contract performance through safe operations, outstanding quality, and on-time delivery of products and services.*

Goal 2

Transform: *Adapt for the future while being a company of choice for our employees and our communities.*

Goal 3

Secure the Future: *Capture core business and provide excellent financial returns.*

Analysis of Data

USA management shall collect and analyze data needed to evaluate the suitability and effectiveness of USA Management Systems and to determine where opportunities for improvement can be made. Analysis includes the review of data generated as a result of monitoring and measurement related to VSP objectives and targets, and from other relevant sources.

Analysis of data includes, but is not limited to

- a. Customer satisfaction
- b. Conformance to product and environmental requirements
- c. Characteristics and trends of processes and products, including opportunities for preventive action
- d. Suppliers

Continual Improvement

Continual improvement shall be a key part of USA's vision to be world class in its key processes, both business and technical. Lean Six Sigma techniques the foundation of USA's improvement programs. Continual improvement is also driven within the USA Management System through

- a. Quality and environmental policies
- b. VSP goals and objectives
- c. Data analysis
- d. Audits
- e. Corrective and preventive actions
- f. Management reviews
- g. Supply Chain Management Council (SCMC) activities

- h. Capability Maturity Model Integrated (CMMI) activities
- i. Voluntary Protection Program (VPP) star activities

Management System Documentation

Compliance to management system requirements throughout USA are assured through the implementation of the company-level documents as specified on the appropriate compliance map and appendix A-D of this policy manual. USA contract, program, and organizational procedures may add additional detail and requirements to those listed as needed for specific implementation, but may not subtract from them. In any case where the requirements of a contract or program and the requirements of the USA Management System are not the same, the more stringent set of requirements shall apply.

Figure 1, USA Management System, provides the upper-level description of USA processes and their interaction with the management system. Lower-level interactions between processes are shown by the documents that are referenced in the implementing procedure.

Relevant USA Management System documentation shall be

- a. Available to all employees and subcontractors working under the USA Management System
- b. Communicated all employees and subcontractors working under the USA Management System to ensure awareness
- c. Available to appropriate customer and/or regulatory representatives

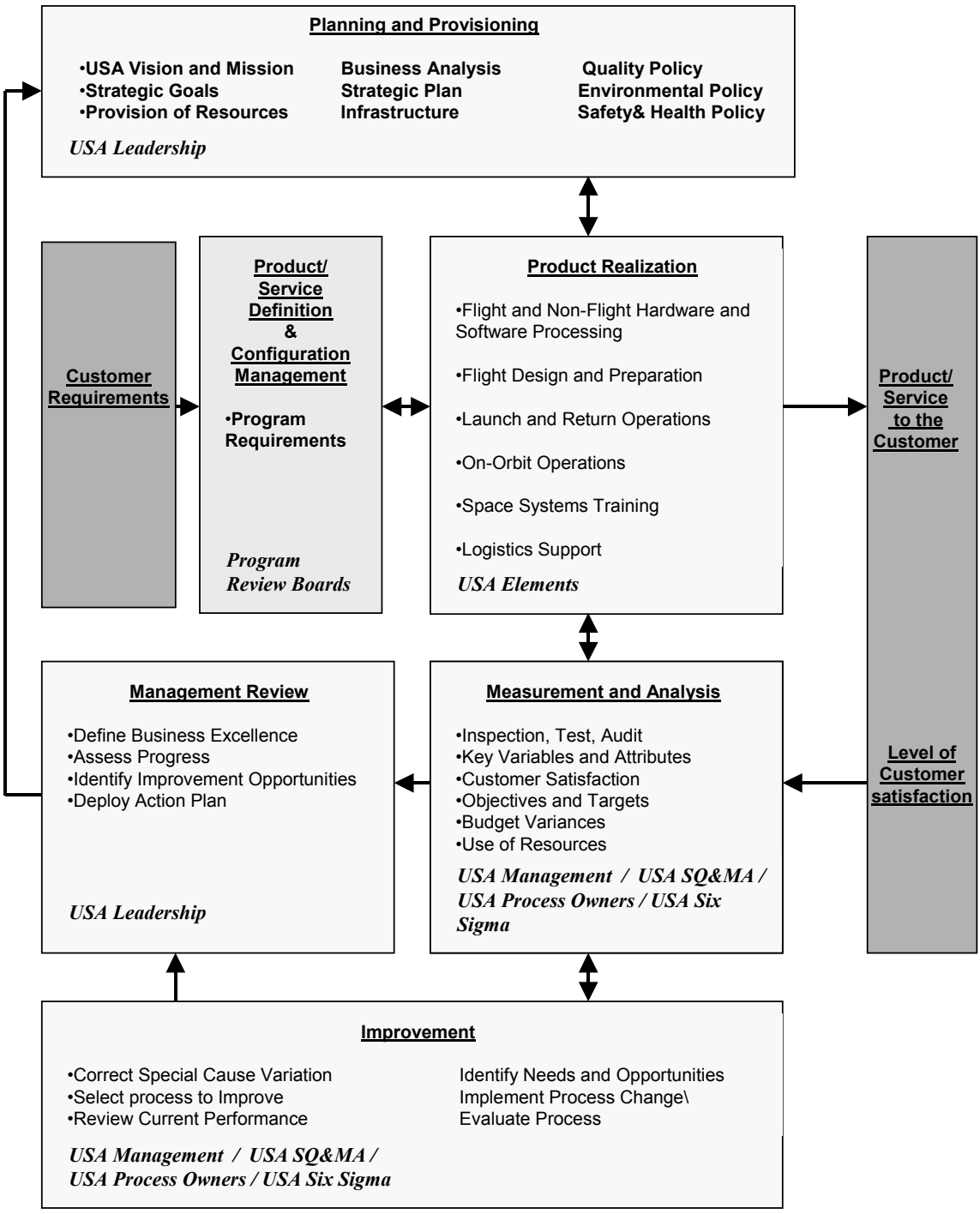


Figure 1. USA Management System

Quality, Safety, and Health and EMS Requirements

USA Quality, Safety, and Health, and EMS shall maintain compliance with the requirements of

- a. ANSI/ISO/ASQ Q9001:2008, Quality Management Systems - Requirements
- b. SAE AS9100:2004, *Revision B*, Quality Systems - Aerospace - Model for Quality Assurance in Design, Development, Production and Servicing
- c. ANSI/NCCL Z540.1-1994 (R2002), American National Standard for Calibration - Calibration Laboratories and Measuring and Test Equipment - General Requirements
- d. ISO10012: 2003(E), Measurement Management Systems - Requirements for Measurement Processes and Measuring Equipment
- e. ANSI/ISO/ASQ E14001-2004, Environmental Management Systems - Requirements With Guidance For Use
- f. OHSAS 18001, Occupational Health and Safety Management Systems - Specification
- g. OSHA VPP

Common business processes that support the QMS, S&HMS, and EMS shall be fully integrated within the USA Management System.

RESPONSIBILITIES

The chief executive officer, in close coordination with the Leadership of USA, has the overall responsibility for corporate oversight of USA's Management System to ensure its continuing suitability, effectiveness, and improvement in meeting customer, legal, and other requirements for the company.

Functional directors and Program Management are responsible for preparing, coordinating, and maintaining policies and procedures in compliance with the requirements of the USA Management System and to maintain its integrity when changes to the system are planned and implemented. This responsibility also includes monitoring released policies to ensure consistent application and continuing need, and directing appropriate policy updates.

The vice president of Safety, Quality, and Mission Assurance (SQ&MA), has overall responsibility for the definition, administration, and implementation of the USA Quality, Safety, and Environmental Management Systems.

The SQ&MA director of quality shall serve as the USA Quality Management representative and is responsible for ensuring that processes needed for the USA QMS are established, implemented, and maintained; reporting to USA Leadership on the performance of the QMS, including the need for improvement; promoting awareness of the customer's requirements throughout the company; and resolving matters pertaining to quality.

The SQ&MA director of Environment, Safety, and Health (ES&H) shall serve as the USA ES&H management representative and is responsible for ensuring that processes needed for the USA ES&H are established, implemented, and maintained; reporting to USA Leadership on the performance of the ES&H, including the need for improvement; promoting awareness of the ES&H requirements throughout the company; and resolving matters pertaining to ES&H.

USA management shall implement the requirements of the USA Management System within their span of control and shall collect and analyze data needed to evaluate its suitability and effectiveness to determine where opportunities for improvement can be made.

USA employees shall be aware of USA Management System policies and procedures relevant to their work, the importance of compliance to management system requirements, and how they personally contribute to meeting USA goals, objectives, and targets as defined by the VSP.

Approved:

Original approval obtained

Richard O. Covey

President and Chief Executive Officer

Appendix A - USA QMS Compliance Map to AS9100/ISO 9001

USA Quality Management System	Relationship to AS9100/ISO 9001	Implementing procedures
Quality Management System	4.2 Documentation Requirements 4.2.1 General 4.2.2 Quality Management System Manual 5.3 Quality policy 5.4.1 Quality Objectives 8.4 Analysis of Data 8.5 Improvement 8.5.1 Continual Improvement	CP-A-30, USA Management System
Document Control	4.2.3 Control of Documents	FPP-D-01-01, Documentation Administration and Control
Records Management	4.2.4 Control of Records	FPP-B-01-01, Records Management Program
Configuration Management	4.3 Configuration Management	FPP-T-01-10, Configuration Management
Enterprise Management	4.0 Quality Management System 4.1 General Requirements 5.0 Management Responsibility 5.1 Management Commitment 5.4 Planning 5.4.2 Quality Management System Planning 5.5 Responsibility, Authority, and Communication 5.5.1 Responsibility and Authority 5.5.2 Management Representative 5.5.3 Internal Communication 5.6 Management Review 5.6.1 General 5.6.2 Review Input 5.6.3 Review Output 6.0 Resource Management 6.1 Provision of Resources 6.3 Infrastructure	FPP-A-01-07, Enterprise Management
Competence, Awareness, and Training	6.2 Human Resources 6.2.1 General 6.2.2 Competence, Awareness, and Training	FPP-C-03-07, Qualification, Competence, and Training
Customer Satisfaction	5.2 Customer Focus 7.2 Customer-Related Processes 7.2.1 Determination of Requirements Related to Product 7.2.2 Review of Requirements Related to the Product 7.2.3 Customer Communication 8.2.1 Customer Satisfaction	FPP-E-03-39, Customer Satisfaction

USA Quality Management System	Relationship to AS9100/ISO 9001	Implementing procedures
Design and Development Control	7.0 Product Realization 7.3 Design and Development 7.3.1 Design and Development Planning 7.3.2 Design and Development Inputs 7.3.3 Design and Development Outputs 7.3.4 Design and Development Review 7.3.5 Design and Development Verification 7.3.6 Design and Development Validation 7.3.7 Control of Design and Development Changes	FPP-T-01-07, Design and Development Control
Procurement	7.4 Purchasing 7.4.1 Purchasing Process 7.4.2 Purchasing Information 7.4.3 Verification of Purchased Product	FPP-E-03-40, Procurement Quality Assurance
Process Control	6.4 Work Environment 7.1 Planning of Product Realization 7.5 Production and Service Provision 8.2.3 Monitoring and Measurement of Processes 8.2.4 Monitoring and Measurement of Product	FPP-E-03-37, Process Control
Product Identification and Traceability	7.5.3 Identification and Traceability	FPP-T-01-08, Product Identification and Traceability
Customer Property	7.5.4 Customer Property	FPP-L-01-01, Government Property Management
Preservation of Product	7.5.5 Preservation of Product	FPP-L-01-17, Packaging, Handling, Storage, and Transportation of Flight Hardware/Commodities, Critical Ground Systems, and Nonflight Hardware/Commodities and Systems
Calibration and Measurement Management	7.6 Control of Monitoring and Measuring Devices	FPP-E-03-33, USA Measurement Management System
Quality System Audit	8.2.2 Internal Audit	FPP-E-03-05, Quality Management System Audit Program
Control of Nonconforming Product	8.3 Control of Nonconforming Product	FPP-E-03-38, Control of Nonconforming Product
Corrective and Preventive Action	8.5.2 Corrective Action 8.5.3 Preventive Action	FPP-E-03-03, Corrective and Preventive Action

Appendix B - USA EMS Compliance Map to ISO 14001

USA Environmental Management System	Relationship to ISO 14001	Implementing procedures
Environmental Management System	4.1 General Requirements 4.4 Implementation and Operations 4.4.4 Documentation	CP-A-30, USA Management System
Document Control	4.4.5 Control of Documents	FPP-D-01-01, Documentation Administration and Control
Records Management	4.5.4 Control of Records	FPP-B-01-01, Records Management Program
Enterprise Management	4.2 Environmental Policy 4.3 Planning 4.3.3 Objective and Target Programs 4.4.1 Roles, Responsibilities, and Authority 4.4.3 Communication 4.6 Management Review	FPP-A-01-07, Enterprise Management
Competence, Awareness, and Training	4.4.2 Competence, Training, and Awareness	FPP-C-03-07, Qualification, Competence and Training
Process Control	4.4.6 Operational Control	FPP-E-03-37, Process Control
Environmental Aspect Control	4.3.1 Environmental Aspects 4.3.2 Legal and Other Requirements 4.5 Checking 4.5.1 Monitoring and Measuring 4.5.2 Evaluation of Compliance	FPP-E-02-16, Control of Environmental Aspects
Emergency Preparedness and Response	4.4.7 Emergency Preparedness and Response	USA008207, Company Emergency Management Response Plan
Quality System Audit	4.5.5 Internal Audit	FPP-E-03-05, Quality Management System Audit Program
Corrective and Preventive Action	4.5.3 Nonconformity, Corrective, and Preventive Actions	FPP-E-03-03, Corrective and Preventive Action

Appendix C - USA Safety and Health Compliance Map to OHSAS 18000 AND VPP

USA Safety Management System	Relationship to OHSAS 18001 (OH&S Management System Elements)	Relationship to VPP elements	Implementing procedures
Safety Management System	4.2 OH&S Policy 4.3.3 Objectives 4.4.1 Structure and Responsibility 4.3.4 Occupational, Health, and Safety Management Program(s) 4.6 Management Review	1.8 Safety and Health Prog. Evaluation 1.4 Written Safety and Health Plan 1.1 Management commitment 1.2 VPP commitment	CP-A-30, USA Management System FPP-E-02-15, Participation in the OSHA Voluntary Protection Program FPP-E-02-18, Time Out Policy CP-C-02, Environmental, Safety and Health Company Policy FPP-B-04-30, Worker's Compensation Policy
Document Control	4.4.4 Documentation 4.4.5 Documentation and Data Control		FPP-D-01-01, Documentation Administration and Control
Records Management	4.5.3 Records and Records Management		FPP-B-01-01, Records Management Program
Enterprise Management	4.3 Planning 4.3.1 Planning for Hazard Identification, Risk Assessment and Risk Control 4.4.3 Consultation and Communication	1.3 Planning 1.5 Employee Involvement 1.6 Contractor Worker Coverage 2.1 Pre-use analysis 2.3 Routine Hazard Analysis 2.4 Routine Self Inspection 2.5 Employee Hazard Reporting	FPP-A-01-07, Enterprise Management FPP-E-04-07, RATS (Risk Associated Trouble Spots) Program CP-E-03, Risk Management Policy FPP-B-03-18, Subcontractor Safety
Competence, Awareness, and Training	4.4.2 Training, Awareness, and Competence	4.0 Safety and Health Training 4.1 Hazard recognition 4.2 Safe Work Practices 4.3 Emergencies 4.4 PPE	FPP-C-03-07, Qualification, Competence, and Training
Procurement		3.1 Hazard Controls	FPP-B-03-11, Requisitioning FPP-B-03-10, Supplier Performance FPP-E-02-08, Personal Protective Equipment Reimbursement FPP-B-03-09, Procurement Credit Card (Procard) Program

USA Safety Management System	Relationship to OHSAS 18001 (OH&S Management System Elements)	Relationship to VPP elements	Implementing procedures
Process Control	4.3.2 Legal and Other Requirements 4.4 Implementation and Operation 4.4.6 Operational Control 4.4.7 Emergency preparedness and response 4.5.1 Performance Monitoring and Measurement	2.2 Safety and Health Surveys 2.7 Trend Analysis 3.1 Hazard Controls 3.2 Discipline 3.3 Hazard Correction Tracking 3.5 Occupational Health Care 3.6 Emergency Procedures 3.7 Hazard Elimination and Control 3.8 Process Safety management 3.4 Prevent/predict maintenance 2.6 Accident/incident investigation	FPP E-03-37, Process Control FPP-E-02-17, Occupational Injury/Illness Case Management FPP-E-02-20, Ergonomics FPP-C-01-12, Employee Conduct FPP-E-01-01, SQ&MA Integrated Metrics FPP-E-02-07, Regulatory Agency Visits FPP-E-02-01, Mishap Reporting and Investigation
Quality System Audit	4.5.4 Audit	1.8 Safety and Health Program Evaluation	FPP-E-03-05, Quality Management System Audit Program
Corrective and Preventive Action	4.5.2 Accidents, Incidents, Nonconformances, and Corrective and Preventive action		FPP-E-03-03, Corrective and Preventive Action FPP-E-04-08, Root Cause Analysis

Appendix D - USA QMS Compliance Map to ANSI/NCCL Z540.1

USA Quality Management System	Relationship to ANSI/NCCL Z540.1		Implementing procedures
Quality Management System	4	Organization and Management 4.2 (g)	CP-A-30, USA Management System
	5	Quality System, Audit, and Review 5.1, 5.2 (a)	
Document Control	5	Quality System, Audit, and Review 5.2 (d, p)	FPP-D-01-01, Documentation Administration and Control
	18	Detailed Requirements 18.5	
Records Management	12	Records 12.2	FPP-B-01-01, Records Management Program
Enterprise Management	5	Quality System, Audit, and Review 5.4	FPP-A-01-07, Enterprise Management
Competence, Awareness, and Training	6	Personnel 6.1, 6.2, 6.3	FPP-C-03-07, Qualification, Competence, and Training
Customer Satisfaction	5	Quality System, Audit, and Review 5.2 (q)	FPP-E-03-39, Customer Satisfaction
	16	Complaints 16.1, 16.2	
Procurement	10	Calibration Methods 10.8	FPP-E-03-40, Procurement Quality Assurance
	14	Subcontracting of Calibration 14.1, 14.2	
	15	Outside Support Services and Supplies that Effect Calibration Results 15.1, 15.2, 15.3	
	18	Detailed Requirements 18.8, 18.11	
Process Control	5	Quality System, Audit, and Review 5.2 (i, m)	FPP-E-03-37, Process Control
	7	Accommodation and Environment 7.1, 7.2	
Customer Property	4	Organization and Management 4.2 (i)	FPP-L-01-01, Government Property Management
	5	Quality System, Audit, and Review 5.2 (r)	
Preservation of Product	5	Quality System, Audit and Review 5.2 (k)	FPP-L-01-17, Packaging, Handling, Storage, and Transportation of Flight Hardware/Commodities, Critical Ground Systems, and Nonflight Hardware/Commodities and Systems
	11	Handling of Calibration Items 11.3, 11.4	
	18	Detailed Requirements 18.12	

USA Quality Management System	Relationship to ANSI/NCSL Z540.1	Implementing procedures
Calibration and Measurement Management	4 Organization and Management 4.1, 4.2 (a, b, c, d, e, f, h, j) 5 Quality System, Audit and Review 5.2 (b, c, e, f, g, h, j, l, n, t, u), 5.6 7 Accommodation and Environment 7.3, 7.4, 7.5, 7.6 8 Equipment and Reference Materials 8.1, 8.2, 8.3, 8.4 9 Measurement Traceability and Calibration 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7 10 Calibration Methods 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, 10.7 11 Handling of Calibration Items 11.0, 11.2, 11.5 12 Records 12.1 13 Certificates and Reports 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7 17 General Requirements 17.1, 17.2, 17.3, 17.4 18 Detailed Requirements 18.1, 18.2, 18.3, 18.4, 18.6, 18.7, 18.9, 18.10	
Quality System Audit	5 Quality System, Audit and Review 5.2 (s) 17 General Requirements 17.5, 17.5.2	FPP-E-03-05, Quality Management System Audit Program
Corrective and Preventive Action	5 Quality System, Audit, and Review 5.2 (o), 5.3, 5.5 17 General Requirements 17.5.1	FPP-E-03-03, Corrective and Preventive Action

