

Charter of the International Aerospace Quality Group (IAQG)

1. PURPOSE

This document describes the operation of the IAQG including Membership, the Council, Leadership Team, President and General Assembly.

2. THE IAQG

2.1 Introduction

The IAQG is a cooperative global organization of companies providing;

- Aviation or Space products (including platforms and systems) or services
- Aviation, Land or Sea based systems for defense applications

Its processes are established in a set of agreed, documented operational procedures including this Charter.

The IAQG is not a legal entity.

2.2 Purpose

The purpose of the IAQG is-

To implement initiatives that make significant improvements in quality and reductions in cost throughout the value stream by establishing and maintaining dynamic co-operation based on trust between international aerospace companies.

The focus is to continually improve the processes used by the supply chain to deliver consistently high quality products, thereby reducing non - value added activities and cost.

2.3 Objectives

To-

- Establish commonality of aviation, space and defense quality systems, “as documented” and “as applied”
- Establish and implement a process of continual improvement to bring initiatives to life (e.g. Industry expectations, lean manufacturing, performance metrics).
- Establish methods to share best practices in the aviation, space and defense industry.
- Coordinate initiatives and activities with regulatory/government agencies and other industry Stakeholders.

2.4 Mission

Achieve significant performance improvements in quality, delivery and consequently cost, on all products and services throughout the value stream.

- Through the establishment of effective prevention orientated practices and processes
- By standardizing requirements, providing process guidelines and spreading best practices.
- By introducing a culture of quality as early as possible in the value stream thus reducing the cost of poor quality.
- Through establishing and maintaining dynamic cooperation between international Aviation, Space and Defense companies

2.5 Legitimacy

The IAQG is sponsored by three bodies- SAE (Society of Automotive Engineers), ASD (AeroSpace and Defense Industries Association of Europe) and SJAC (Society of Japanese Aerospace Companies) and comprises three Sectors-

- Americas – North, Central & South America.
- Europe - Europe, Middle East, Russia & Africa.
- Asia-Pacific - Asia and Oceania.

Each sector is responsible for the deployment of IAQG decisions and initiatives in their Sector.

The representative organizations for each Sector are:

- Americas: Americas Aerospace Quality Group (AAQG) as sponsored by SAE.
- Europe: European Aerospace Quality Group (EAQG) as sponsored by ASD
- Asia-Pacific: Asia-Pacific Aerospace Quality Group (APAQG) as sponsored by SJAC.

2.6 Funding

A Fund will exist to support:

- Meeting administrative costs (e.g. meeting rooms, refreshments, multi media).
- Communications and printing costs (e.g. IAQG brochures).
- Deployment and implementation of initiatives.

IAQG finances will be controlled as defined in IAQG Procedure 110 (IAQG Financial Control) with further detail being provided in IAQG Procedures 105 (Planning an IAQG Meeting) and IAQG Procedure 108 (IAQG Quotations, Budgets and Financial Control).

Each sector will be responsible for contributing to IAQG funds as determined by the Council.

The charge per attendee at Council and General Assembly meetings will be decided by the Council.

A Treasurer will be appointed from the IAQG Membership to oversee the fund and expenditure. The Treasurer will provide a financial report at each IAQG Council meeting including meeting related costs and other costs related to IAQG operational activities (e.g. 9100 registrations).

Auditors will be appointed by the IAQG Council to annually audit all IAQG accounts (including, for example, OASIS funds).

No IAQG Member can spend or commit the spending of IAQG funds without the prior approval of the Council.

2.7 IAQG Meetings

Whilst IAQG meetings are generally open to all IAQG Members, occasionally, e.g.- when large numbers may affect meeting effectiveness or when sensitive subjects are to be discussed, the Meeting Leader may decide to declare the meeting (or part of the meeting)- 'Closed'- i.e. - not open to anyone who has not received a personal invitation to attend. In such circumstances the meeting details will not be posted on the IAQG web (public or private) or added to any IAQG Meeting handouts.

3. IAQG MEMBERSHIP

'Membership' refers to both Council Members (voting members) and Members at Large (non-voting members).

The IAQG membership comprises-

- Companies who carry out the design, development, manufacture and support of original equipment at system or subsystem level for;
 - Aviation or Space products (including platforms and systems) and services
 - Aviation, Land or Sea based systems for defense applications
- Trade Associations, and their related bodies created by those aerospace companies, may be Members at Large.

To become an IAQG Member, a company must-

- Join their local Sector.
- Have a representative sign the charter.
- Pay funds as required by the Council with the method of payment determined by each Sector.
- Nominate someone directly employed by the company to act as their IAQG representative.

By signing this Charter each Member commits to full and active participation in the IAQG as described in this document and in the IAQG procedures. This commitment includes ensuring that decisions of the IAQG are communicated throughout the member's company/organization and initiatives are implemented to the greatest extent possible.

All Members cover their own costs of being involved in IAQG activities.

All IAQG Members have access to the IAQG Private web.

4. THE IAQG COUNCIL

4.1 Role

The Council sets the Purpose, Objectives and Mission for the IAQG and ensures they are communicated, understood and achieved.

The Council approves this Charter and ensures its requirements are implemented.

The Council sets Sector fees and approves the spending of IAQG funds.

The Council may appoint other sub-groups or officials as needed for its activities (e.g. Strategy Working Group, Secretary, Treasurer, IAQG facilitators).

4.2 Council Members

IAQG Council Members represent their Company and Sector.

There are twenty-six Council Members:

- Ten from the Americas.
- Ten from Europe
- Six from Asia-Pacific

Council membership will be determined by each of the three Sectors (AAQG, APAQG and EAQG); only staff directly employed by the Company are eligible for Council membership. The names of the Council Members from each Sector will be available on the IAQG public website.

The representation within each sector will be balanced between countries and industry expertise. Meeting this requirement is the responsibility of each Sector.

4.3 Council Responsibilities

To-

- Always act in the best interests of the IAQG Member companies as a whole rather than in the interests of a specific sector or Company.
- Define the direction, purpose and objectives of the IAQG
- Approve this Charter and ensure its requirements are implemented
- Through the Strategy Working Group ensure that proposed initiatives are developed and submitted for Council approval to achieve the IAQG objectives.
- Review and approve or reject initiatives proposed by the Strategy Working Group and ensure required resources are available to enable successful implementation.
- Ensure effective communication to and from the General Assembly, Trade Associations, National Authorities and Governments.

4.4 Council Meetings

- The Council will decide when Council Meetings will be held; meetings will normally be hosted by one of the companies represented in the Council.
- All IAQG Members (Voting Members and IAQG Members at Large) and members of sub teams can participate in IAQG Council meetings.
- IAQG Guests can be invited by IAQG Members or Members at Large to participate in IAQG Council meetings. IAQG 'Guests' can be either:
 - A representative from a company who, if so wished, has the ability to comply with all IAQG criteria to become a member, or
 - A representative from the Civil Aviation Authorities, other Aerospace Authorities, Government Agencies or Registrars who is sponsored by one of the three IAQG sectors."
- IAQG Guests will have access to the IAQG public web.

4.5 Decision Making

All Council decisions should be taken by consensus. Where this is not possible, 17 of the 26 Council Members must be in favor of the proposal for it to be passed

Council Members may delegate their votes under the following conditions:

- Delegation must be to another voting member from the same Sector or to someone from the same company.
- Delegations must be made in writing.
- A delegate must be present to vote.

Decisions will only be made if there is a voting quorum of 15 Council members present.

5. IAQG LEADERSHIP TEAM

5.1 Role

The Leadership Team-

- Maintains the integrity of the IAQG in line with the requirements of this Charter document.
- Recommends overall direction on operational matters
- Oversees and supports SAE, Host Company and IAQG facilitators with respect to IAQG meeting arrangements.
- Ensures that Members who have made a significant contribution to IAQG activities are appropriately recognised (see Appendix 1).

5.2 Membership

The Leadership team consists of each Sector Leader and the President.

5.3 Responsibilities

The Leadership Team is responsible for-

- Ensuring the IAQG Purpose and Objectives are adequately addressed and that priority activities are given appropriate attention.
- Providing support to Initiative teams (e.g. removing barriers).
- Setting the priorities and overseeing the activities and funding of the Operating Management System and Communications Groups.
- Ensuring the financial integrity and viability of the IAQG is maintained.
- Making day-to-day decisions (except those specifically reserved for the Council, see 4.3) as long as those decisions are communicated to the Council as soon as reasonably possible thereafter.
NB- the Council has the right to retrospectively change any Leadership Team decision using the Council decision making process detailed in 4.5.
- Supporting the President in providing a focal point to the outside world for IAQG matters.
- Proposing Council and General Assembly meeting dates and locations to the Council.
- Approving Council and General Assembly meeting agendas (as recommended by the facilitators) in particular ensuring all appropriate activities are addressed.

5.4 Meetings

Leadership meetings will be held during each IAQG meeting week; other meetings may be held as necessary.

In addition to Leadership Team members the following people will be invited to Leadership Team meetings-

- Leaders of groups reporting to the Leadership Team: Operating Management System, Finance and Communications.
- The Strategy Working Group Leader.
- A representative from the three IAQG sponsoring bodies: SAE, SJAC and ASD.
- A representative from the IAQG Meeting Secretariat
- A meeting Facilitator.

The following people are also invited, specific to each IAQG meeting-

- A representative from the current IAQG meeting host Company
- A representative from the next IAQG meeting host Company

6. IAQG STRATEGY WORKING GROUP

6.1 Role

On behalf of the IAQG Council the Strategy Working Group (SWG) will manage the development and deployment of strategy to achieve the IAQG Purpose and Objectives

6.2 Membership

- The Strategy Working Group Chairperson is appointed by the IAQG Council
- Other SWG Group members are-
 - IAQG Leadership Team
 - IAQG Treasurer
 - Leader of the Operating Management System
 - Leader of the Other Party Management Team
 - Leader of the Integration Team
 - Communications Team leader
 - (Where not already covered by the above) each IAQG Strategy Stream Leader and each Strategy Stream Mentor.
- Additionally, each Sector may nominate a further two SWG group members.

6.3 Responsibilities

The Strategy Working Group is responsible for-

- Developing, planning and proposing the strategy to implement the IAQG Purpose and Objectives for agreement by the Council.
- Ensuring that strategic initiatives proposed for Council approval are in line with Council approved strategic direction, are realistic, cost effective and that they have widespread support for implementation.
- Integrating strategic initiatives, establishing initiative teams and managing overall dependencies and risks. Initiative team members are identified as part of IAQG Procedure 101 Phase 0, and these may be supplemented as appropriate with the agreement of the initiative team leader.
- Assuring that the ICOP process is functioning in compliance with the 9104 series of standards.
- Preparing an annual estimate of the funding required to complete initiatives (see IAQG Procedure 108).
- Monitor the progress being made to develop and implement initiatives, ensuring periodic reports are made to the Council as appropriate.

6.4 Meetings

Strategy Working Group meetings will held in advance of each IAQG week; additional meetings will be held as necessary.

6.5 Voting

Decisions will be attempted by consensus. Where it isn't possible to achieve consensus a vote will be taken with Americas and Europe having 4 votes and Asia-Pacific having 2 votes (as assigned by the Sector Leader), the decision being made by the majority vote

7. IAQG PRESIDENT

7.1 Role

One IAQG Member will be approved by the Council to serve as President for a period of two years. The President may be re-elected for a further period of two years after which he or she must stand down with a replacement being nominated as detailed in section 7.3 below.

7.2 Responsibilities

The Presidents responsibilities are to-

- Provide the prime focal point for IAQG matters externally.
- Motivate and support Sector Leaders, in particular arrange for continuity of Sector leadership.
- In conjunction with Sector leaders prepare the agenda for Leadership Team meetings ensuring all current activities and priorities are adequately addressed.
- Chair Leadership Team meetings; preside at Council Meetings and act as host at General Assembly meetings.
- Be the focal point for requests for IAQG level representation at external groups and conferences.

7.3 Nominating a President

In the event that a new IAQG President needs to be appointed the Sector Leaders will be asked to nominate a candidate who in their opinion best meets the 'Ideal qualities of an IAQG President' detailed in Appendix 2. If a name can be agreed by consensus, this name will be offered to the Council for approval

Where consensus can't be achieved the Operating Management System Leader will manage the following election process-

- Sectors will be invited to identify one nominee for President
- The Operating Management System Leader will invite each Council Member to vote which nominee best fulfils the 'Ideal qualities of an IAQG President' detailed in Appendix 2.
- Voting will be secret and known only to the Operating Management System Leader
- A simple majority will decide which candidate has been elected.
- The Operating Management System Leader will then offer this name to the Council for approval.

8. GENERAL ASSEMBLY

8.1 Role

The General Assembly provides a communication forum with the Aerospace community worldwide to allow them to be briefed and to comment upon IAQG activities and initiatives.

The General Assembly forum provides input to the IAQG Council's priorities and objectives.

8.2 Participation

All representatives of the Aerospace community are eligible to participate in IAQG General Assembly meetings.

8.3 Meetings

The General Assembly will meet on a schedule determined by the Council; consideration will be given to holding the meeting in conjunction with the IAQG Council meeting.

APPENDIX 1

Criteria for a Member to be presented an award

- At least two years of active involvement in the IAQG
- Direct participation in a leadership position or sub team or associated activity
- Sector Leader approval
- Discontinuing work with the IAQG

APPENDIX 2

Ideal Qualities of an IAQG President

- Respected by all parts of the IAQG community
- Takes a wider, strategic view of IAQG issues.
- Open to new ideas.
- Demonstrates a wiliness to adopt an international (rather than sector or Company) viewpoint
- Encourages the involvement of all (particularly new) Members
- Offers but doesn't impose their own personal viewpoint
- Arbitrates fairly when disputes occur
- Has the support of his or her Company to effectively carry out the responsibilities of IAQG President and sufficient time to play that role
- Presents an excellent image to the external aerospace community.
- Able to use his or her network of contacts to further IAQG interests
- Effective listener.
- Facilitation skills to achieve consensus.

SIGNATORIES TO THE IAQG CHARTER

The Member signing this Charter commits to full and active participation in the IAQG as described in this document and the IAQG procedures. This commitment includes ensuring that decisions of the IAQG are communicated throughout the member's company/organization and are implemented to the greatest extent possible.

NB- The names of companies whose representative has signed the charter are listed on the IAQG WEB at <http://www.iaqg.org>.

Name of Company:

Name of Individual:

Signature of Individual:

Date of signature:

CHARTER REVISIONS

Rev P-	agreed at the Munich Council Meeting 15-10-09
Para's 2.1 & 3	IAQG membership scope amended
Para 3	Change to require that IAQG representatives must be directly employed by the company concerned.
Para 4.1	'-- direction, purpose and objectives' changed to 'purpose, objectives and mission --'
Para 4.2	The following text added- '- - only staff directly employed by the Company are eligible for Council membership'
Para 6.2	Leader of the Integration Team added to SWG members
Para 6.3	Additional SWG responsibilities added- 'Assuring that the ICOP process is functioning in compliance with the 9104 series of standards.'
Para's 7.1/7.3	Change to clarify that the President is approved by the Council and either nominated by consensus by the Sector Leaders, or elected using a process managed by the Operating Management System Leader.
Appendix 2	' ... and the sufficient amount of time to play that role' added to the requirement that the President has the support of his or her Company to be President.

Rev O-	agreed at the Phoenix Council Meeting 23-4-09
Para 2.4	IAQG Mission added (subsequent sections- Legitimacy, Function and IAQG Meetings renumbered)
Para 5.4	Leadership Team Meetings- additional attendees added
Para 7.1	IAQG President re-election arrangements added.
Para 7.3	Process for the election of the IAQG President included
Appendix 2	'Ideal Qualities of the IAQG President' added

Rev N-	agreed at the Yokohama Council Meeting 2-10-08
Para 2.5	Bullet included covering use of IAQG funds to develop and implement initiatives

Rev M-	agreed at the Naples Council Meeting 10-4-08
Para 2.5	Reference included to IAQG Procedures 108 and 110
Para 5.3	Leadership Team responsibilities for Operating Management System and Communications groups added.
Para 6.2	Amended to reflect the revised membership of the Strategy Working Group
Para 6.3	Strategy Working Group responsibilities for preparing an annual estimate of funding needed to address IAQG initiatives added.
Para 6.5	Para added to define voting arrangements in the Strategy Working Group
Appendix 1	Criteria for a Member to be presented with an award revised.

Rev L- Para 5	agreed at the Melbourne Council Meeting 19-4-07 Extending the scope of financial reporting to include both meeting and operational costs
Rev K- Para 5.1 Para 2.6	actioned at the Seville Council Meeting 5-10-06 and reviewed by Council Members- 19/6/06 Responsibility and criteria for IAQG awards added IAQG Meetings added
Rev J- Misc General	agreed at the San Diego Council Meeting 4-4-06 Sections added to cover revised the Leadership Team role, the Strategy Working Group and the role of President. Charter re-styled and re-formatted to improve readability, consistency and content and to improve ease of maintenance
Rev I- Para 1.2 Misc	agreed at the Montreal Council Meeting 6-10-05 'Aerospace' amended to 'aircraft, space and defense' Rewording to improve clarity
Rev H- Para 2.6, Para 4.0, Para 6.0, Para 2.4	agreed at the Amsterdam Council Meeting 28-4-05 Bullet 3 regarding General Assemblies deleted 3 rd sub-bullet, 'TBD' changed to (IAQG document) '105' Charter amendment process clarified The ability of the Leadership Team to make minor clarifications/administrative changes to the Charter (without Council agreement) included
Rev G- Para 1.1 Para 2.1 Para 2.2.1 Para 2.7 Para 2.8 Para 4	agreed at the Beijing Council Meeting, 14-10-04 AECMA changed to ASD The role of the Council to review proposed initiatives added 'Major' deleted The role of the Strategy Team added Original test replaced by a reference to IAQG Procedure 101 Reference made to the IAQG Meeting financial controls
Rev F- Para 1.2 Para 2.1 Para 2.2.2 Para 2.4 Para 2.5 Para 2.7 Para 6.0	agreed at the Paris Council Meeting, 4-1-04 Purpose: changed purpose statement to include implementing initiatives Objectives: re organized and re formatted– no content changes Added Council role definition regarding initiatives and oversight Changed total number on Council to 26 - with 10 – 10 – 6 breakdown between Sectors Clarified decisions which are sole responsibility of Council Changed numbers for quorum & decisions Added additional person to Leadership Team & formalized position of IAQG President. Added Leadership team authority & responsibilities to make specific decisions without Council approval Added comments regarding amending Charter