

**GEC AVIONICS**



**Airborne Display Division  
Engineering Department  
Induction Manual**

THIS BROCHURE SHOULD NOT BE REMOVED FROM COMPANY PREMISES AND SHOULD BE TREATED AS "COMPANY CONFIDENTIAL" IN VIEW OF THE INFORMATION CONTAINED HEREIN. IT BELONGS TO THE DIVISION AND MUST BE RETURNED TO THE ADD ADMINISTRATION OFFICE SHOULD THE RECIPIENT LEAVE THE COMPANY.

AIRBORNE DISPLAY DIVISION

INDUCTION MANUAL

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FOREWORD

This Induction Manual is intended to introduce new monthly staff to the organisation, facilities and operating procedures of Airborne Display Division. It is complementary to the GEC Avionics Employee Handbook which covers overall Company topics.

Attention is drawn to the fact that the information contained in this Manual is of a generalised nature, and is intended for guidance only. Formal procedures cover many of the topics covered.

These formal methods of working within the Company and Division are laid down in the GEC Avionics Procedure Instruction Manual and the Divisional Procedure Instruction Manual.

A GEC Avionics Procedure Instruction Manual, detailing the general operating procedures of the Company, is available on loan from the Divisional Administration Office.

The Division issues defined Procedure Instructions to supplement Company Instructions. A list of these is contained in Section 10 of this manual. A copy of the Divisional Procedure Instruction Manual can be made available for reference on request to your Supervisor.

The Induction Manual will be updated periodically, but there will be occasions when changes have occurred before corrections are issued. If in doubt, staff are reminded of the need to check with their Supervisor or the Divisional Services Controller.

Graduate Induction Training Course

A Graduate Induction Training Course is held periodically and is designed to introduce new graduates to the various departments and functions of the Division. The new graduates spend one day in each work experience area; ten areas are outlined in the syllabus. More information on the Training Course will be available from their Supervisor. The Supervisor will define the training required and how these needs can be met, by close liaison with the graduate.

AIRBORNE DISPLAY DIVISION

INDUCTION MANUAL

Authorised by:



K.S. Snelling  
Divisional Manager

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SECTION 1

INTRODUCTION TO GEC AVIONICS LIMITED

1.1 Historical Background

GEC Avionics, now the largest UK company engaged in aircraft electronics systems, began in 1901 as Elliott Brothers (London) Ltd., a small firm engaged in the production of scientific instruments. In the early days of aviation, Elliotts entered into the field of flight equipment and by 1951 had produced a range of drone aircraft autopilot systems, and also the first European inertial navigation system.

The Elliott Company became known as Elliott Flight Automation, and in 1967 merged with the Marconi Aeronautical Division to produce military and civil aircraft navigational equipment. It was then named Marconi Elliott Avionic Systems Limited (MEASL).

In 1968 MEASL was absorbed into the General Electric Company, the largest electrical and electronic manufacturing company in Britain. The name MEASL was changed to Marconi Avionics Ltd (MAv) in March 1982 and became a trading company in its own right as a major GEC Company. Then in 1984, having been managed independently from the Marconi Company for some time, the name was changed to GEC Avionics Limited. The Company is now established as a world leader in aviation electronics and has a reputation for products of high performance and dependability. As a result of this high standard of technology, and because of its export achievements, the Company has in recent years received a Queen's double Award for Industry in 1983, a single Award in 1985, another double Award in 1987 and further single Awards in 1988 and 1989. Three of these awards have been to Airborne Display Division.

1.2 Company Organisation (See Figure 1.1)

1.2.1 GEC Avionics has its head office and main factory at Rochester, Kent. Other factories are located at Borehamwood, Welwyn Garden City and Nailsea.

There are three associated USA Companies, GEC Avionics Inc., Atlanta, Lear Astronics Corp., California, and Developmental Sciences Corp., California.

The manufacturing Divisions at Rochester are grouped according to related market areas and each Division specialises in a particular branch of avionics. Within each Division, a Divisional Manager controls development, design and production resources, and is supported by Sales, Commercial and Quality Assurance staff. Airborne Display Division specialises in display systems for military aircraft.

The Divisional Manager is responsible to GEC Avionics Administration for the successful operation of his business, and to his customers for the work undertaken by his Division.

1.2.2 Design, development and production activities are supported as required by centralised services available to all Divisions. These are:-

- o Flight Automation Research Laboratory (FARL).

- o Central Quality Department (CQD), which provides environmental testing facilities, and ensures continuing high quality of production output.
- o Central Manufacturing Services (CMS), which provides a manufacturing service for all mechanical items.
- o Computing Services Department (CSD), which provides centralised computing facilities.
- o Aviation Service and Repair Division (AS&RD), which provides worldwide customer support for the range of Company products.

1.2.3 Other centralised site services include:

- o Personnel Department, which provides recruitment, career counselling, welfare, training, surgery and canteen facilities.
- o Accounts Department.
- o Works Engineering Services, which provides site maintenance, transport, mailing and telephone facilities.
- o Security.
- o Technical Library, which houses technical manuals, trade magazines and Military and Company specifications.
- o Central Reprographics, which provides a wide range of printing, xeroxing, punching, binding and photographic services.
- o Airport and Company Aircraft.

1.2.4 Responsibility for the Company as a whole rests with the Chairman, the Chief Executive, the Managing Director and the Assistant Managing Directors.

Each Assistant Managing Director is responsible for a group of Divisions. He monitors the performance of his Divisions and has direct involvement in cross Divisional activities such as resource allocation and marketing. The GAV Management Team is supported by specialists who advise on matters of group purchasing, finance, technology and publicity.

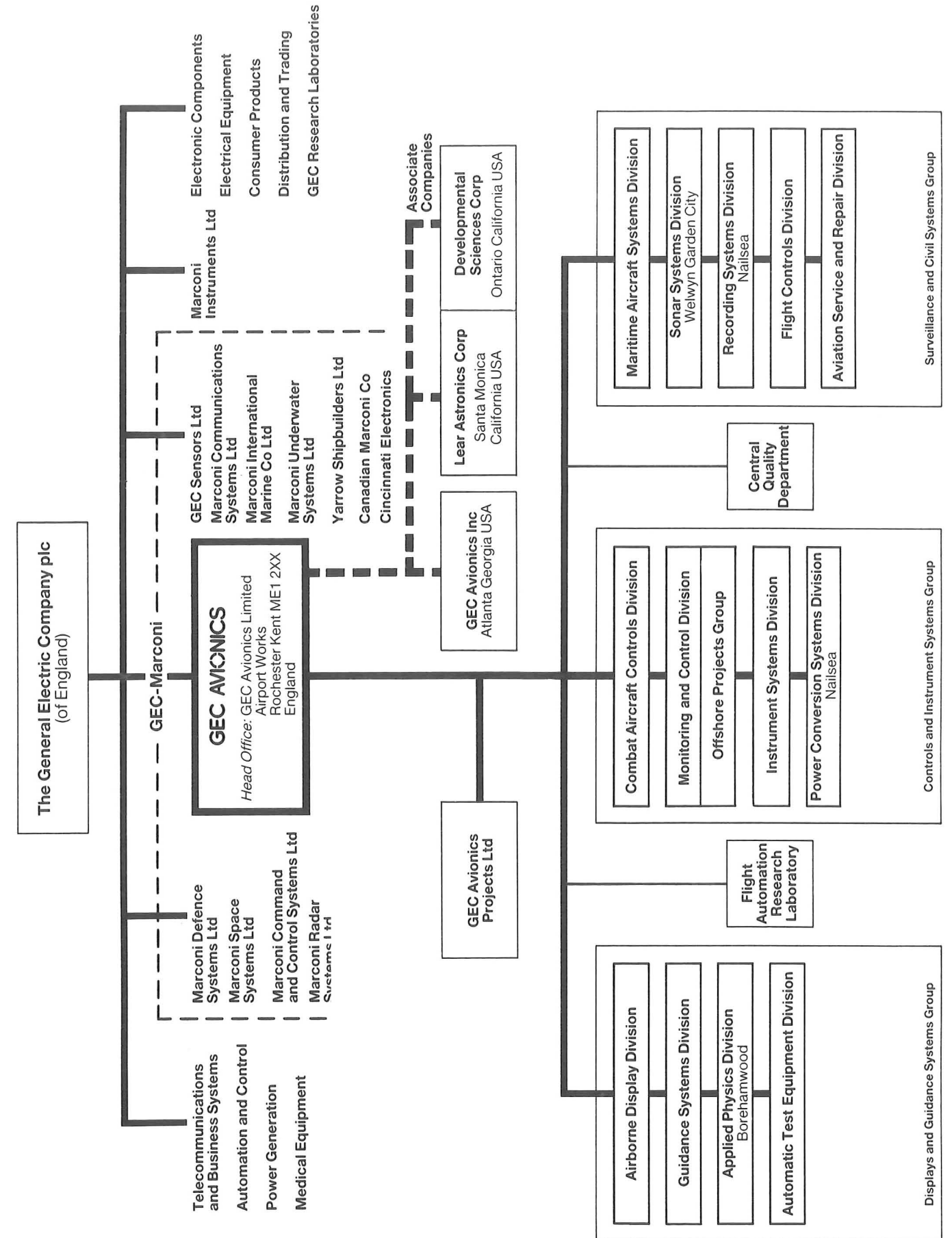


Figure 1.1 Company Organisation

SECTION 2

AIRBORNE DISPLAY DIVISION (ADD) ORGANISATION AND FACILITIES

2.1 Function of ADD

2.1.1 The function of Airborne Display Division is to design and produce complex display systems, such as Head Up Displays, Head Down Displays, Helmet Mounted Display systems and Symbol Waveform Generators, largely for military aircraft.

2.2 Structure of ADD (See Figure 2.1)

ADD is similar in structure to most of the other Divisions on the Rochester Site, being an autonomous organisation with its own Marketing, Commercial, Engineering, Production and Quality Assurance Departments.

These Departments all report to the Divisional Manager, who is responsible to GEC Avionics Administration for the effective running of the Division as a business.

The Engineering Department is by far the largest in terms of number of people employed, and this is described in more detail in paragraph 2.2.1.

The second largest department is the Production Department; crucial to our business as it produces the wide variety of products to the very high quality required, and in the volume necessary to make the business profitable.

This profit could not be realised and maintained without the active participation of the Commercial Department in negotiating prices and monitoring costs for the whole organisation.

The Quality Assurance Department monitor the quality of the product and the manufacturing and design procedures used.

The Marketing Department performs an equally important role in monitoring the market to advise the Divisional Management Team on which products are needed, and in which direction development and production investment should be channelled to maintain a profitable business.

The Divisional Management Team comprises the Heads of these Departments:

Divisional Manager	K.S. Snelling
Technical Manager	M.I. Whitehouse
Production Manager	D.A. Childs
Commercial Manager	C.G. Godden
QA Manager	J.T. France
Marketing Manager	D.J. Sowler

2.2.1 Engineering Department

The Engineering Department (headed by the Technical Manager), is responsible for all aspects of design and development of new equipment, continual technical support of equipment which is in production and in service with the customer and for the design of equipment required to test the prime equipment hardware.

The organisational structure of the Engineering Department is illustrated in Figure 2.2.



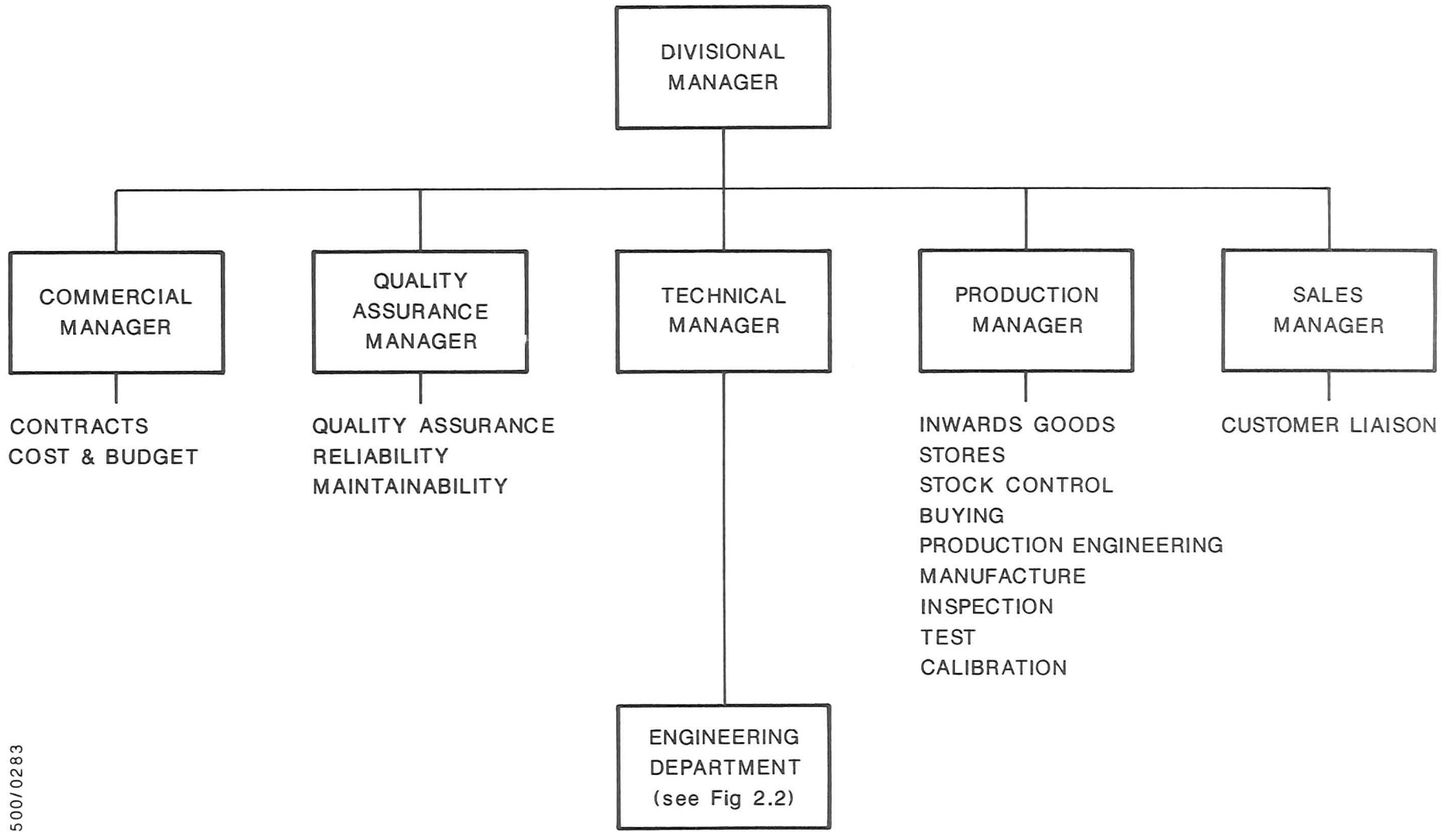
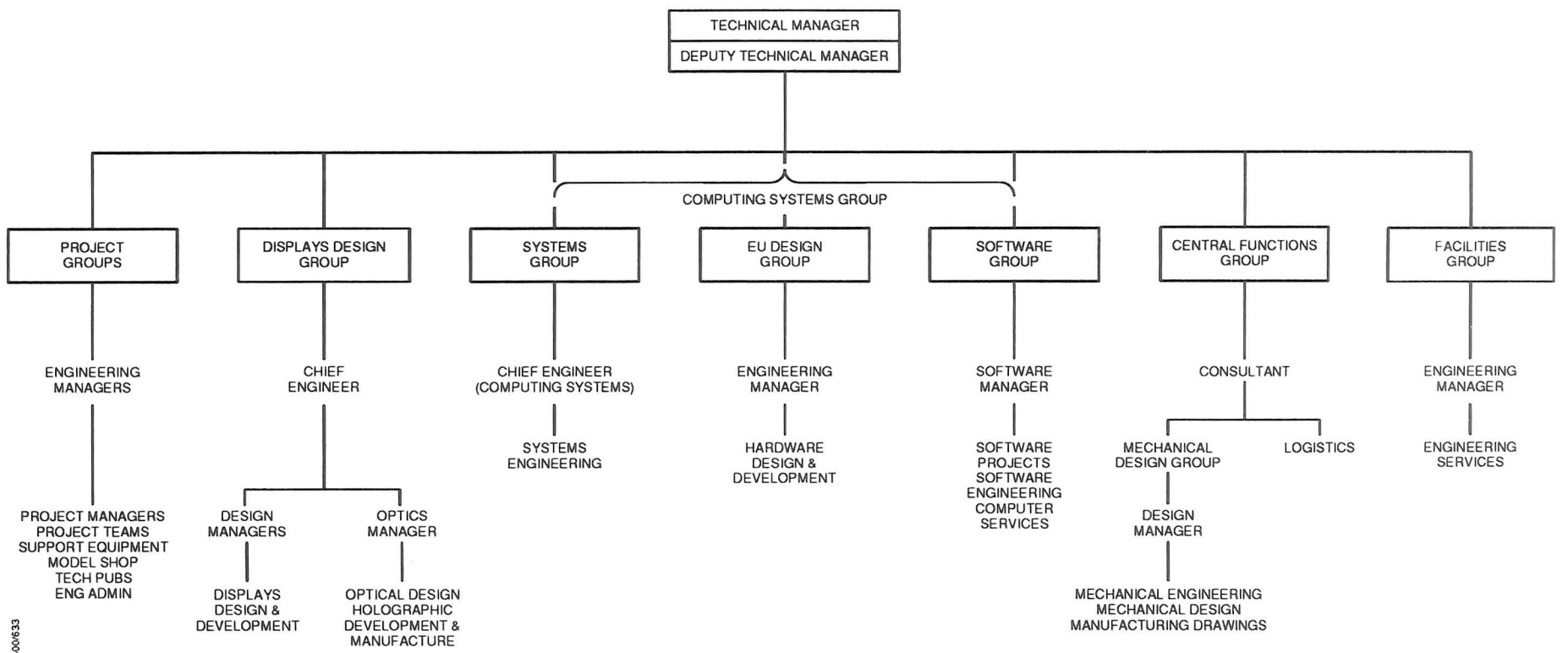


Figure 2.2 Engineering Department Structure



Responsibilities for the various elements of the engineering functions are currently as follows:-

#### Technical Manager

The Technical Manager (assisted by his Deputy) is the senior technical authority within the Division. He is responsible to the Divisional Manager for all technical aspects of the work carried out within the Division and for the management of the Engineering Department. He has overall authority for all design records and documents, and controls and co-ordinates all aspects of the design organisation.

#### Project Groups

Project Groups carry out Customer placed contracts by planning and controlling tasks, using the resources available, ensuring satisfactory completion within the scheduled cost and timescale.

#### Central Functions Group

The Central Functions Group comprises the following two groups:

- o Mechanical Design Group
- o Logistics Group

#### Mechanical Design Group

The Mechanical Design and Drawing functions are combined in the single integrated Design Group which undertakes mechanical design for all equipment to be produced, from the initial design scheme through to the manufacturing design documentation in the form of complete drawing packs.

#### Logistics Group

The Logistics Group provides a support service on certain larger projects where specialist deliverable data relating to spares support, maintenance, technical manuals and training are required to be generated and managed.

#### Displays Design Group

The Displays Design Group produces the detailed optical and electrical design for Display Units in support of a Project Team. This role involves preparation of hardware design schemes, breadboard assemblies, performance analysis and documentation for acceptance and technical description. In addition to the traditional Head Up and Head Down Displays, increasing work is now devoted to Helmet Mounted Displays.

The Group is also responsible for the advanced development of new displays and display technology. This involves investigation into new display devices such as liquid crystal displays, advanced electronics for driving and controlling displays, and into new optical schemes such as advanced holographic elements. The activity involves a substantial awareness of display performance characteristics and human factors.

A further activity of the Group is to improve on the design process with development of Computer Aided Engineering (CAE) methods and data recording and presentation techniques.

#### Computing Systems Group

This Group comprises the following three groups:

- o EU Design Group
- o Software Group
- o Systems Group

#### Electronics Unit (EU) Design Group

The EU Design Group has prime responsibility for the computing and waveform generation hardware to drive the Divisions Display Unit products. The typical Electronic Unit produced receives mode commands and aircraft data in analogue and digital forms, processes the data and synthesises characters and symbols appropriately in stroke or raster formats.

Skills range across analogue and digital electronics and computing from system partitioning to Application Specific Integrated Circuit (ASIC) design. Each discipline is supported by VAX and PC based CAE tools to enable the designs to proceed from schematic capture through simulation and test vector generation to final, testable circuit implementation.

#### Software Group

The Software Group is responsible for the following activities:

- o Production of Operational Flight Programs (OFPs), to be included in ADD hardware deliverable Electronic Units, as defined by the specifications produced by the Systems Group. This includes all stages of software development from the top-level design through to the final software acceptance. Additionally, the Software Group is responsible for the production of any application software necessary to assist in the development of, and the production of all software documentation, to describe and to be used in the development of, all OFP software.
- o Production of application software required by any department of ADD in pursuance of its business. This includes, but is not limited to, Production tracking software, Commercial monitoring software and Configuration Control software.
- o Maintenance and upkeep of all of the Divisions computer resources.

#### Systems Group

There are two aspects of the Systems Group - Systems Analysis and Systems Integration.

Systems Analysis reviews the viability of new systems and, subsequent to this, defines the function and hardware/software decomposition of the

system so that it may be designed and built. In this case the word "system" is generally taken to mean one or more avionic boxes usually providing, or associated with, a Head Up, Head Down or Helmet Mounted Display.

Systems Integration is concerned with the integration of the previously defined system into an aircraft or helicopter, to meet the customer's requirement. This exercise may involve a completely new airframe or, more probably, a new avionics refit into an old airframe.

#### Facilities Group

The Facilities Group provides centralised services to support the administrative, design and development tasks of the Division.

#### The Management Team

The main groups as described in this section are currently headed by the following:

Technical Manager	M.I. Whitehouse	(Ian)
Deputy Technical Manager	J. Campbell	(John)
Project Groups 1	D.E. Wood	(Derek)
Project Groups 2	G.J.B. Bull	(George)
Project Groups 3	J.W. Smith	(John)
Project Groups 4	B.W. Teather	(Brian)
Central Functions Group	A.J. Alexander	(Fred)
Displays Design Group	C.T. Bartlett	(Chris)
EU Design Group	D.J. Jibb	(Dave)
Software Group	G. Bryant	(Gary)
Systems Group	I.R. Bull	(Ian)
Facilities Group	J.M Boetius	(John)
Secretary to Technical Manager	Mrs N. Flack	(Nell)
Secretary to Deputy Technical Manager	Mrs T. Longhurst	(Tracy)

Other Key Facilities available within the Engineering Department are described in the following paragraphs.

#### Model Shop

Throughout every project there arises a need during design and development for prototype models. The manufacture of these is carried out by the Model Shop. This area is essentially a well equipped workshop with facilities for fabricating all types of metal assemblies and for wiring complicated electronic assemblies and circuits.

#### ADD Computer Services

Computers are used in all Departments, covering Engineering from Computer Aided Design to Software Development, Commercial functions, Electronic Communications and Production Control and Planning.

These resources are managed centrally by the Divisional Computer Services, who should be approached with any requirements for use of these facilities. A wide variety of software is available, both commercial products and in-house designed systems for specific applications.

#### Technical Publications

Technical Publications processes all types of in-house and customer support documentation. Technical Authors, Writers and Editors receive hand-written or typewritten draft information and from this they produce documentation to the correct specification and format.

Technical Publications are also responsible for the updating of existing documentation in line with hardware, procedural or other changes. This is initiated by approved Change Notices or by a customer's special request.

#### ADD Library

The ADD Library is a repository for all drawing and document masters originated within the Division. A Card index system enables quick and efficient verification of the revision status and the location of all library masters.

#### 2.2.2 Production Department

The Production Department (headed by the Production Manager) is responsible for the manufacture and thorough testing of new equipment, and for any minor repairs.

The Production Department is sub-divided into the following sections:-

- o The manufacturing area itself, which is responsible for assembling printed circuit cards, wiring of components and mechanical assembly.
- o Inwards Goods
- o Stores
- o Stock Control
- o Buying
- o Production Engineering - Planning, Methods, Estimating and Scheduling.
- o Inspection
- o Test
- o Calibration

#### 2.2.3 Quality Assurance Department

The Quality Assurance (QA) Department (headed by the Quality Assurance Manager) works in close liaison with both the Engineering and Production Departments. QA's main responsibility is to ensure that quality is maintained and that customer's requirements are met.

The total quality programme used by QA involves monitoring all aspects of the product, i.e. sales, engineering design, procurement, production, test and inspection. This provides a means by which product problems may be

anticipated, the customer's requirements are clearly interpreted by the application of specifications, and a "right first time" product is achieved by enforcing the appropriate standard.

#### 2.2.4 Marketing Department

The Marketing Department is headed by the Marketing Manager who reports directly to the Divisional Manager. The Marketing Department has many functions including:

- o Develop a marketing strategy which encompasses the short, medium and long term markets.
- o Establish an annual budget for the marketing strategy.
- o Know the "opposition" and their capability and performance.
- o Be responsible for organising a Divisional presence at world-wide exhibitions, where necessary.
- o Co-ordinate responses to customers' requests for information and proposals.
- o Ensure an adequate presence "in-country", to be able to obtain first hand information and establish a good working relationship with the prospective customer.
- o Develop and make presentations (vu-graph, video etc), to a depth sufficient to develop a deeper interest in the prospective buyer so that a follow up and purchase is achieved.
- o Assess and evaluate current and prospective "in-country" agents with a view to retaining/engaging their services. The department will also co-ordinate these activities with the GAv marketing organisation.
- o Co-ordinate activities and Company Area Managers around the world in promoting the Divisions business.

#### 2.2.5 Commercial Department

The Commercial Manager is responsible to the Divisional Manager for the financial aspects of the Division and for ensuring that Company procedures and policies in respect of commercial/contractual matters are followed.

The Commercial Department is divided into two main sections, the Contracts Section under the Contracts Manager and the Cost and Budget Section under the Cost Controller.

##### Contracts

The main responsibilities of the Contracts Section are as follows:

- o The preparation and submission of the Commercial sections of proposals, including response to contract Terms and Conditions and the preparation of prices from basic estimates provided by the Engineering, Production and Quality Assurance Departments.

- o For major bids, the Contracts Section prepare submissions to GAv Management for approval to bid. This is known as a "Management Tender Vet" and covers all areas including technical, competition, contract conditions, payment terms including foreign currency risks and methods of payment, and pricing.
- o Subsequent negotiation of the contract with the customer, supported as necessary by the Engineering Department on technical issues.
- o After contract award, the Contracts Section maintains continued liaison with the customer, monitoring progress, costs and any changes in customer requirements.
- o On receipt (and acceptance) of a contract, the Contracts Section issue an Internal Order (INO), which authorises work to commence against the project, normally constructed in a manner which reflects the major elements of the customer order.
- o Close liaison with the Project Manager to form a management team, ensuring that work is carried out in strict accordance with the contract within the cost allocated and that payment for work done is claimed in a timely manner. It is their joint responsibility to ensure that any changes to the customers requirements are confirmed by amendment to the contract, generally prior to any work being started in respect of the change.

##### Cost and Budget

The main responsibilities of the Cost and Budget Section are as follows:

- o Allocation and collation of costs incurred against each individual contract and regularly reporting on the cost-to-date, in order to effect proper contract control.
- o Ensuring that all costs, whether directly attributable to a customer order or of an indirect nature (i.e. private venture funded programmes, proposals, training and numerous other identifiable cost items) are correctly allocated and recorded in accordance with the Company accounting procedures.
- o Preparation of the basic data for annual budgets, derived from the primary inputs provided by each department. The Divisional performance is subsequently monitored against the approved budget by both Divisional Management and GAv Management.
- o Analysis and reporting on the reasons for any deviations from the annual budget, and collation of data enabling financial performance forecasts to be made on a regular basis.
- o Preparation of Work-in-Progress evaluation data, which is carried out in order to measure the financial performance of individual contracts. These evaluations are subsequently reviewed by GAv Management.

2.3 Geography of ADD

ADD is located in various buildings within the confines of the Rochester establishment (see Figure 2.3). A map of the basic geography of ADD is included as Figure 2.4.

As can be seen from Figure 2.4, ADD occupies space in the Towers (Figure 2.5), the Corsair Building (Figure 2.6), the Falcon Building (Figure 2.7) and areas within the Main Factory (such as the Production Area shown in Figure 2.8).

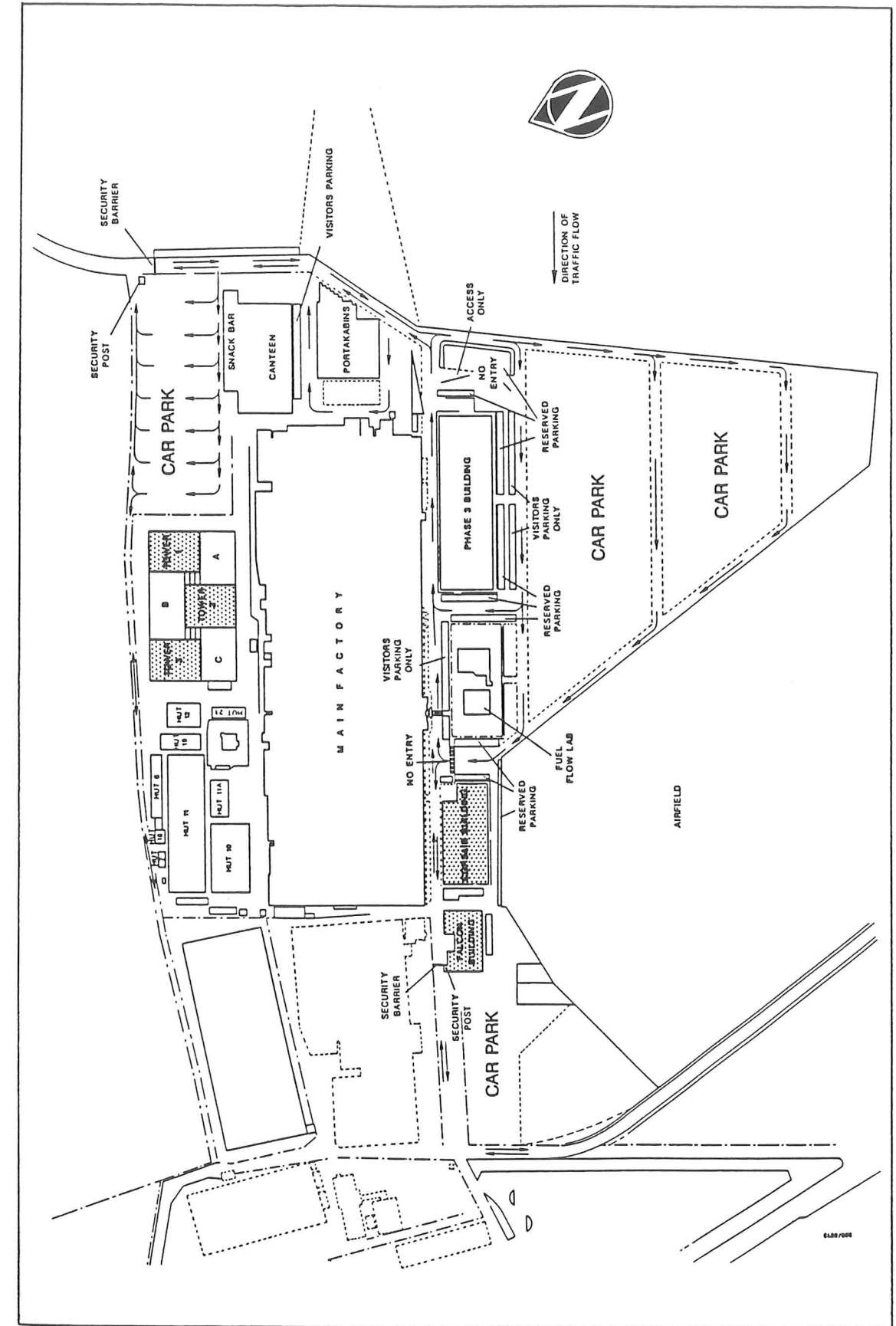


Figure 2.3 Layout of Rochester Site

Figure 2.4 Basic Geography of ADD

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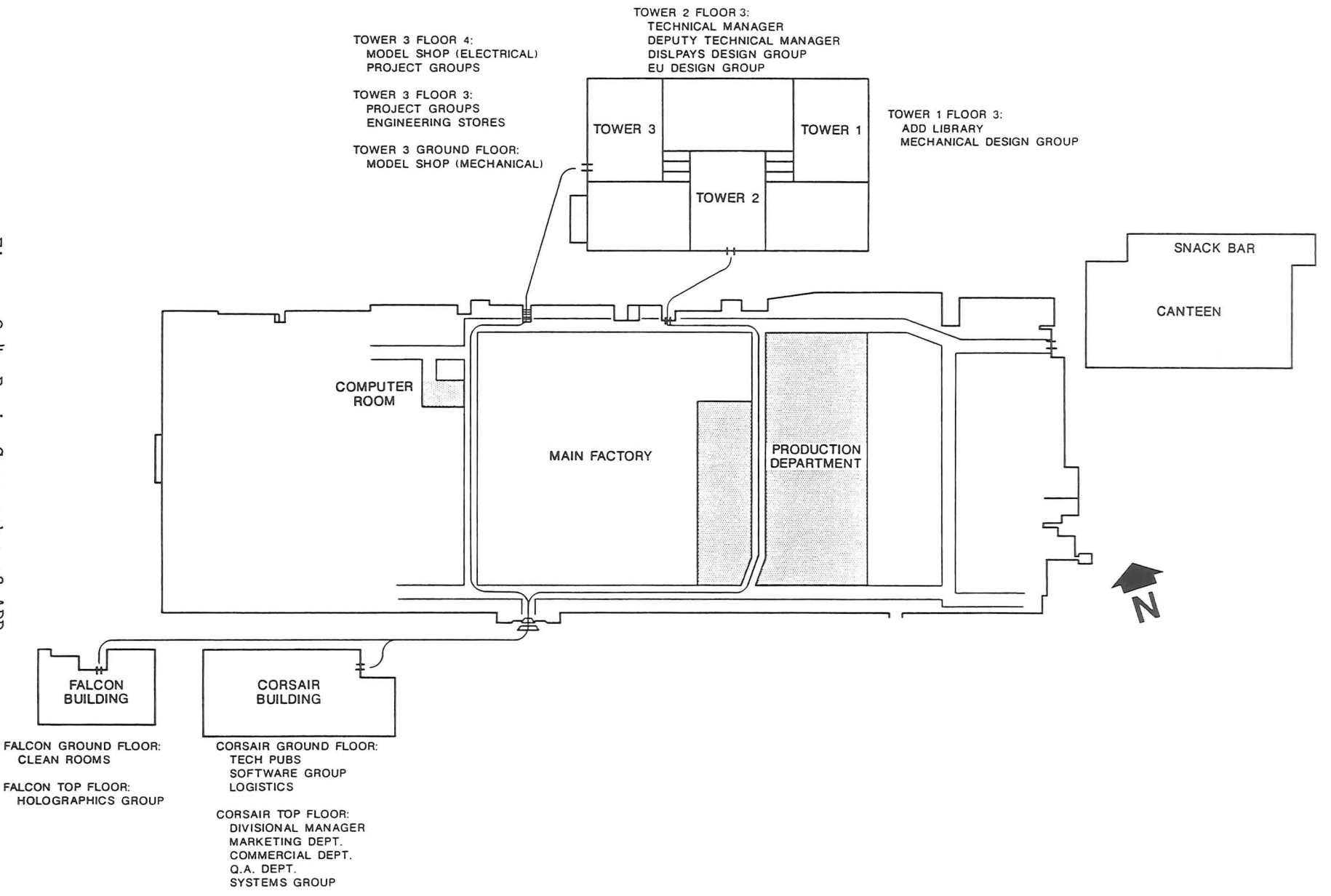


Figure 2.6 Corsair Building

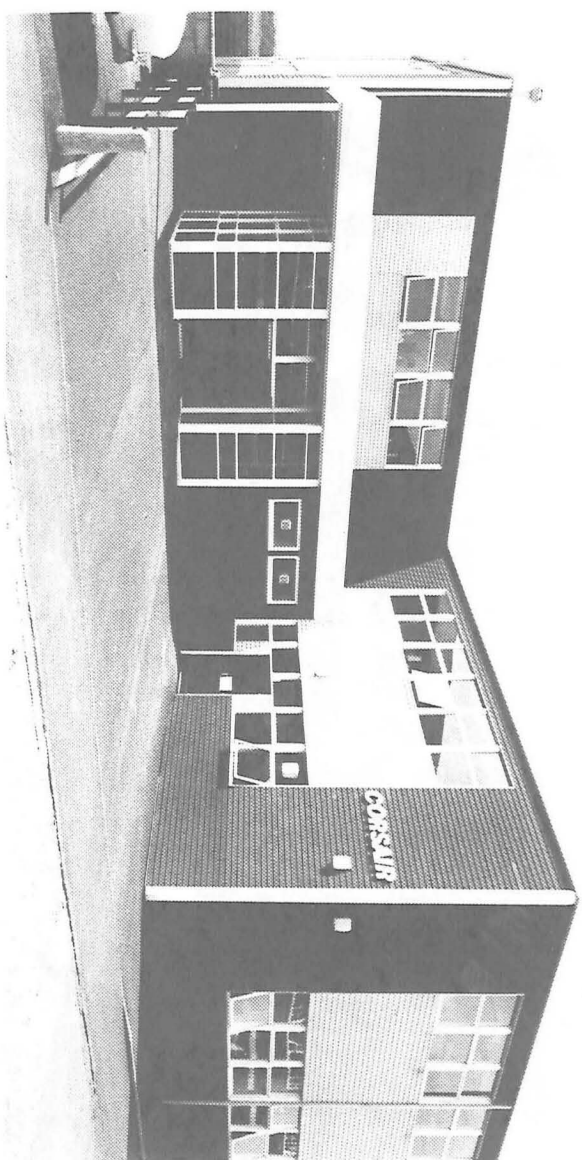
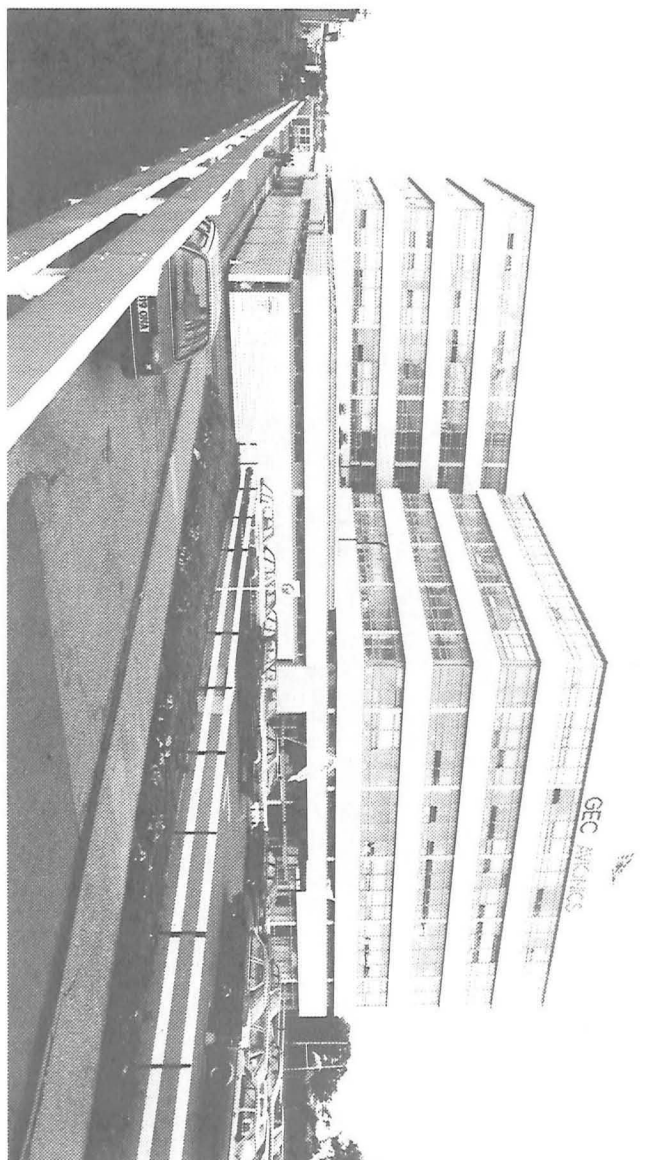


Figure 2.5 Towers



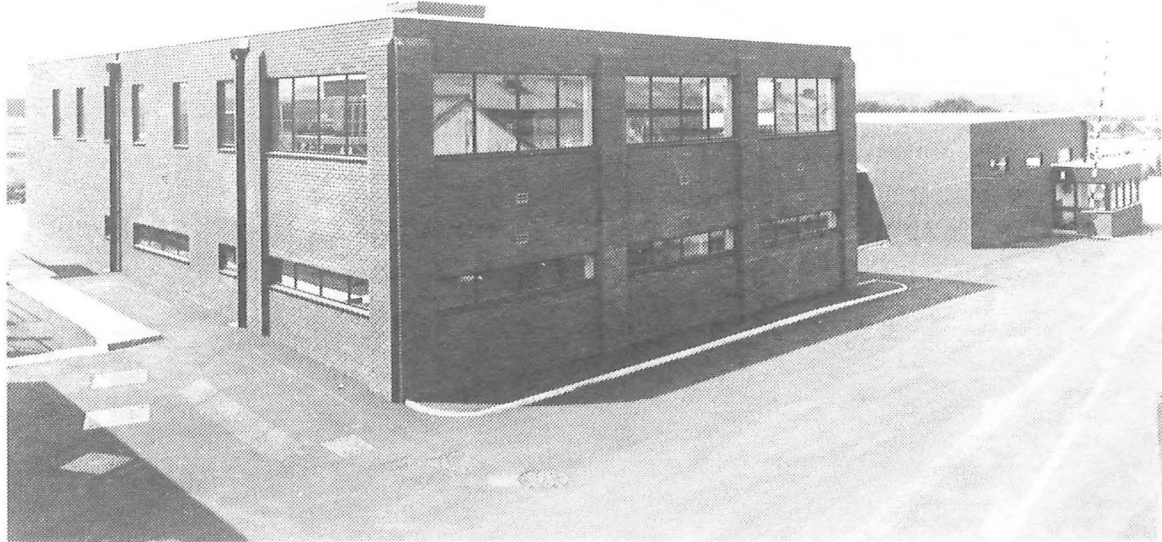


Figure 2.7 Falcon Building



Figure 2.8 ADD Production Area

SECTION 3

EQUIPMENT MANUFACTURED BY AIRBORNE DISPLAY DIVISION (ADD)

3.1 General

3.1.1 Airborne Display Division's products include Head Up Displays, Head Down Displays, Helmet Mounted Displays and Night Vision Goggles. The Division has a proven record of success in the field of Head Up Displays, having produced over 6500 such systems for a very wide variety of aircraft types.

3.2 Head Up Displays

3.2.1 Head Up Displays are complex flying aids which allow pilots to monitor essential flight information such as Airspeed, Altitude, Heading, Target, Bearing etc., without having to take their eyes off the real world scene outside the aircraft.

3.2.2 Most Head Up Display (HUD) systems being produced by ADD consist of two Line Replaceable Units (LRUs); a Display Unit (DU) and an Electronics Unit (EU). In the most recent HUD (for the C-17) these functions are combined into a single unit. A selection of these units developed and manufactured in ADD are shown in Figure 3.1.

3.3 Head Down Displays

3.3.1 Current Head Down Displays use a directly viewed Cathode Ray Tube for the presentation of ancillary information, additional to that on the HUD, and are located away from the pilot's normal line of sight. Development work is being carried out in the field of LCD displays.

3.3.2 Major programmes include development and production of such equipment for the Tornado Fighter and the Nimrod Maritime Reconnaissance aircraft. A selection of these units are shown in Figure 3.2.

3.4 Helmet Mounted Displays

3.4.1 Helmet Mounted Displays provide symbology similar to that of a Head Up Display via a miniature optical system mounted on the helmet. A typical system is shown in Figure 3.3.

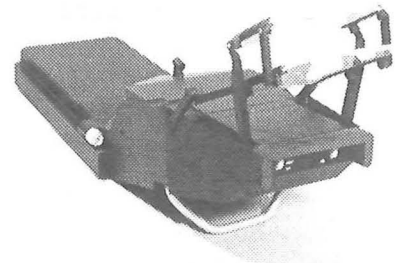
3.4.2 The use of a Helmet Mounted Display allows the pilot to see symbology irrespective of the direction in which he is looking and the symbology can be varied according to that direction.

3.5 Night Vision Goggles (NVGs)

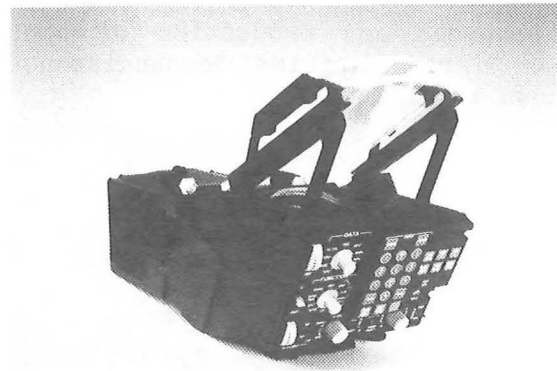
3.5.1 Aircraft pilots are frequently called upon to fly during darkness. Night Vision Goggles amplify the low light levels from the outside world and present the pilot with sufficient visibility to be able to fly the aircraft using the same techniques as for day-time flying. A feature of ADD's NVG systems is that the cockpit instrumentation can also be viewed directly without having to look through or around the image intensifier devices. Figure 3.4 shows a typical NVG system.



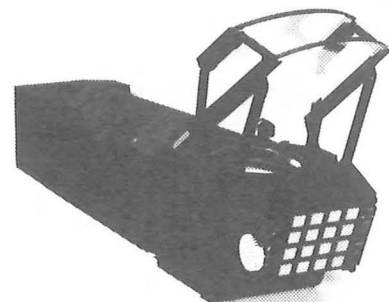
F-16 LANTIRN HUD



C-17



F-8 II HUD

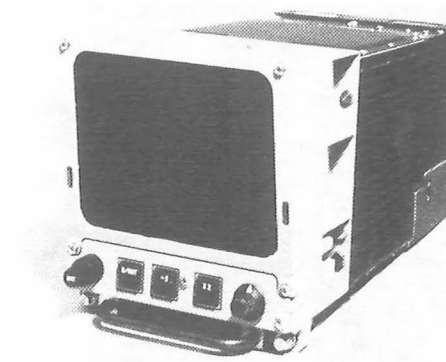
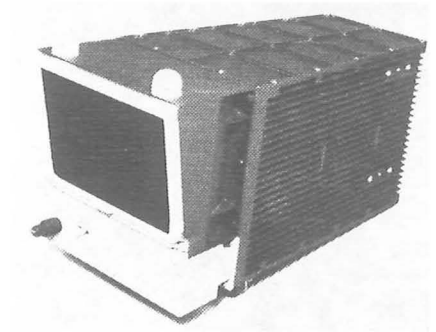


F-5 E/F HUD

Figure 3.1 Selection of Head Up Displays



TORNADO TV TAB DISPLAY UNIT



TORNADO ENHANCED HEAD DOWN DISPLAY (EHDD)

COLOR MULTI FUNCTION DISPLAY (MFD)



Figure 3.2 Selection of Head Down Displays





Figure 3.3 Typical Helmet Mounted Display System



Figure 3.4 Typical Night Vision Goggles System

SECTION 4

GEC AVIONICS/BP KENT SOCIAL CLUB

4.1 General

4.1.1 GEC Avionics (Rochester) and BP (Kent) Social Clubs amalgamated in 1982 to form the "GEC Avionics/BP Kent Social Club".

4.1.2 The Clubhouse is situated on the A228 (Grain Road), at the Bells Lane/Deangate Road Crossroads (see Figure 4.1).

4.1.3 The Club is housed in fifteen acres of grounds and includes the following facilities:-

- o Heated, Indoor Swimming Pool
- o Two Squash Courts
- o Four Tennis Courts
- o Two Cricket Squares
- o One Soccer Pitch
- o One Netball Court
- o Bowling Green
- o Changing/Dressing Rooms

4.1.4 In addition to the 60ft x 30ft Ballroom with fully equipped stage, sound system and cinema facilities, which is used for most of the Club's programme of dances and social events, there is:-

- o a Lounge Bar (with upper and lower areas)
- o a Kitchen (providing a Fast Food service)
- o an upstairs a-la-carte Restaurant (Alexanders) catering for 60 people (Bookings through the Club Office 9 - 5 p.m., Medway 251492).

4.1.5 All employees are entitled to join the Social Club. Subscriptions are 15p per week and are deducted from your pay. Entrance to the Clubhouse is permitted only on production of a current Social Club Membership Card (see Figure 4.2), or in the company of a Social Club Member, who is allowed to "sign in" a maximum of two guests. Anyone who is eligible for full membership but chooses not to join the Club cannot be admitted as a guest.

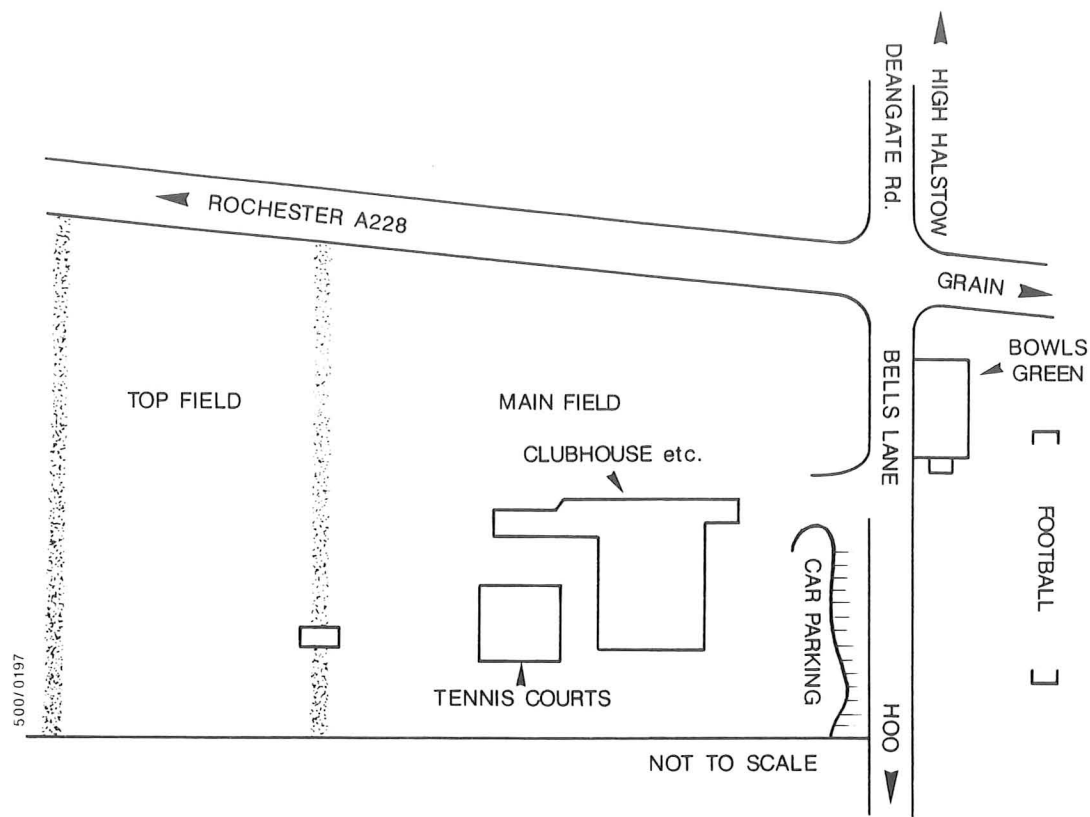


Figure 4.1 Location of Clubhouse

**GEC AVIONICS/BP KENT CLUB**

THE FOUR WENTS, BELLS LANE  
HOO, ST. WERBURGH, KENT

**FULL MEMBERSHIP CARD**  
(Not Transferable)

Name MR. K. J. WILLIAMS

Club No. 7092

This Card must be produced  
for admission to the Clubhouse

---

When a Membership Card is lost,  
a duplicate will be provided  
at a cost of 25p.

Signature *K. J. Williams*

1737(e)

Figure 4.2 Social Club Membership Card

#### 4.2 Social Activities and Entertainments

4.2.1 A detailed list of the activities of the Social Club and entertainments held at the clubhouse is issued each month by Mrs Eileen Papworth (Ex 4058). These details are promulgated on noticeboards situated at various points around the Rochester site.

4.2.2 The Social Club also maintains noticeboards which display lists of retailers who give discounts to GEC employees and notices for articles wanted or for sale.

4.2.3 The activities of the Social Club are listed below. The current secretaries and contact points for these activities can be obtained from Mrs Eileen Papworth (Ex 4058).

- |                      |                   |
|----------------------|-------------------|
| Angling              | Model Engineering |
| Amateur Radio        | Model Railway     |
| Archery              | Netball           |
| Athletics            | Photography       |
| Ballroom Dancing     | Popmobility       |
| Bowls                | Rifle and Pistol  |
| Brass Band           | Rugby             |
| Climbing             | Soccer            |
| Computer Users       | Squash            |
| Cricket              | Sub Aqua          |
| Golf                 | Swimming          |
| Horticultural        | Tennis            |
| Indoor Games Section | Yachting          |
| Judo                 | Yoga              |

4.2.4 Any queries relating to the Social Club should be referred to Mr J. Collins (Ex 3217) on-site at Rochester or Mr M. Finch (Medway 251492) at the clubhouse.



## 5.2 Working Hours and Time Recording

5.2.1 The basic contractual working hours in ADD are:

8.30am to 12.30pm  
1.30pm to 5.00pm

5.2.2 In most areas variable working hours can be worked as an alternative to contractual hours, subject to Divisional/Departmental requirements. If you wish to work variable hours, you should request to do so via your Supervisor.

Variable working hours for monthly staff in ADD are as follows:-

Variable working hours 7.30am to 9.00am  
3.30pm to 5.00pm

"Core time" 9.00am to 12.00 noon  
1.30pm to 3.30pm

5.2.3 Lunch break for staff working variable hours may be half an hour or an hour, according to arrangements with your Supervisor, but staff working contractual hours must take an hour lunch break.

5.2.4 To record the hours worked, clock cards are used. Monthly staff use white cards marked "MONTHLY" which should be clocked on the following occasions:

- o On arrival each day.
- o On return after lunch break.
- o On leaving at the end of the day.
- o On leaving and also returning, if given a pass-out for absence during working hours.
- o On leaving for lunch break if working "variable hours".

5.2.5 It is the responsibility of the individual to ensure that all clockings are made, the card is correctly completed and is passed to his/her Supervisor to obtain an approved signature at the end of each week.

5.2.6 All monthly staff on contractual hours sign a time book upon arrival at work, and do not use clock cards.

## 5.3 Overtime

5.3.1 It is the policy of the Company that paid overtime may only be worked when absolutely necessary and when authorised in advance. If overtime is necessary to meet specific requirements your Supervisor will ask you if you are willing to work overtime, and if so will obtain authorisation. The working of overtime is covered in the GEC Avionics Procedure Instruction Manual.

5.3.2 Where overtime payments are applicable, payment will be made according to the following scale:

Weekdays - at time and a third.  
Saturdays - at time and a half.  
Sundays - at double time.  
Public Holidays - at time and a half, excepting Christmas Day and Good Friday which will be at double time.  
In addition, when a Public Holiday is worked, another day will be taken as holiday in lieu.

5.3.3 Overtime is recorded on the employee's clock card which is submitted with a separate time sheet with "Planned Overtime" written at the top; all relevant details are filled in from the individual's clock card. The clock card and time sheet are signed by the individual and passed to his/her Supervisor to be countersigned by an approved signature. These are then handed to the Cost and Budget Office on Monday mornings.

Note: The week commences on the Saturday morning, so overtime on Saturday is clocked on the new clock card for the following week.

5.3.4 For monthly staff who work contractual hours, overtime is recorded on a white clock card as for variable hours (blank cards can be obtained from the Divisional Services Controller).

5.3.5 Additional guidance on detailed procedures associated with various types of overtime is given in Divisional Procedure Instruction 5-03.

## 5.4 Holidays

5.4.1 For details of holiday entitlement for new employees, refer to the "Employee Handbook" and for additional information on holiday entitlement in general refer to the GEC Avionics Procedure Instruction Manual.

5.4.2 Staff may choose their holiday dates freely, subject to the work load and to other employees' absences, but should give their Supervisor at least five days notice. Monthly staff apply for holiday on a "Notification of Leave" form, (similarly filled out as Figure 5.2) which is authorised by their Supervisor. This form must then be returned to the Divisional Services Controller (DSC) for recording.

GEC AVIONICS NOTIFICATION OF LEAVE	
To: ADMINISTRATION OFFICER	Date 14/11/89
Div. ADD	
Please note that Mr. J.R. Brown	
Personnel No. 76543	
has permission to take 3 days leave	
From: 21 <sup>st</sup> Nov 1989 To 24 <sup>th</sup> Nov 1989	
Entitlement	Days
2.5	
Previously approved	18
Company allocated days	3
Booked now	3
Balance outstanding	1
Approved by Supervisors Signature (signature)	
(CAPITALS) Supervisors Name	
COPY TO ORIGINATOR	
R 1259.10 89	

Figure 5.2 "Notification of Leave" Form

5.5 **Sickness Absence**

5.5.1 For details of the procedure to adopt when absent through sickness, refer to the GEC Avionics Employee Handbook and Procedure Instruction Manual.

5.5.2 Employees are expected to arrange dentist/doctor appointments etc. in their own time. However, if this is impossible leave of absence can be granted. If these circumstances arise you should consult your Supervisor, giving as much notice as possible and not less than one day. He/she will then arrange for a pass-out to be issued to you and advise you of the procedure to be followed.

5.6 **Cash Facilities**

5.6.1 National Westminster Bank and Barclays Bank Cashpoint machines are located in the Main Factory adjacent to the ADD Computer Room. Between them, these machines accept most of the commonly used Cashcards and are available during and outside working hours.

5.6.2 The Accounts Department will cash cheques made out by the drawer to "GEC Avionics Ltd" up to a value of £50.

5.6.3 It should be remembered that if an employee abuses this facility, the privilege will be withdrawn immediately.

5.6.4 Details of the Division and Section (i.e. names and numbers) must be written on the back of the cheque and then presented to the Accounts Department. However, to combat large queues at Accounts, designated individuals collect, cash and distribute on behalf of other employees. Cheques should be passed to these individuals no later than 9.15 a.m.

5.6.5 An "on-site" branch of National Westminster Bank is situated behind Central Reprographics and is open for business every day between 12 o'clock and 2 p.m.

5.7 **Petty Cash Vouchers**

5.7.1 Petty Cash Vouchers (PCVs) are required from all Divisional personnel who require reimbursement of expenses incurred on behalf of the Company. Petty Cash Vouchers must be clearly filled in without alterations, signed by the claimant and properly approved. A full description of the procedures to adopt are given in Procedure Instruction 1-09 of the GEC Avionics Procedure Instruction Manual.

5.8 **IOU Vouchers**

5.8.1 Where expenses are likely to be incurred by an employee acting on behalf of the Company, the employee may raise an IOU for a cash advance. For a detailed description, refer to Procedure Instruction 1-10 of the GEC Avionics Procedure Instruction Manual.

5.9 **Travel on Company Business**

5.9.1 An employee required to make a business visit outside his/her own establishment will be asked to do so by his/her Supervisor, or if the requirement arises in any other way the employee should inform their Project Manager of the proposed visit as far in advance as possible.

5.9.2 For journeys where rail travel is most applicable, an "Application for Rail Facilities" Form (see Figure 5.3) shall be completed. This form is obtainable from the Technical Manager's Secretary and on completion must be returned to her via the employee's Supervisor. Arrangements will then be made by the Secretary to get the form authorised and submitted to the Travel Manager of GEC Avionics Administration Department, who will issue a railway ticket or warrant, which is in turn passed to the employee.

5.9.3 For long distance journeys to areas only accessible by car, the employee's Supervisor will prepare, for signature by the Technical Manager an Internal Communication (IC) requesting special car hire facilities. When authorised, this application is passed to the Transport Manager, who will arrange a hire car for the period required and make this available to the employee.

**APPLICATION FOR RAIL FACILITIES GEC AVIONICS**

To: Mrs L. C. McPake, GAv(R) From: .....

---

Name .....

Date ..... Return Date .....  
(If different from outward journey)

From ..... To .....

1st or 2nd Class ..... Ordinary or Day Return .....  
(Day return = arrival in London after 10 a.m.)

Chargeable No. .... Authorised by .....

R3471-11-83

Figure 5.3 "Application for Rail Facilities" Form

5.9.4 Employees needing to travel to a distant destination on a business visit may apply to the Technical Manager for air travel, if it proves more practical or cheaper than car/train travel involving an overnight stop. This is nearly always the case where the visit is to an overseas site, or to a site located in Scotland.

5.9.5 Air travel may be by Rochester-based Company plane, or by commercial airline from Gatwick or Heathrow, depending on the destination. Your Supervisor will advise how to obtain approval and/or tickets for air travel.

5.9.6 On return from a business visit, the employee(s) should compile a typewritten report at the earliest opportunity. A sample first page is shown in Figure 5.4 and this should be followed by pages headed "Detailed Report", giving an account of the investigations carried out and any proposed future actions.

5.9.7 For visits requiring discussion of security-classified matters or for visits to MOD establishments, employees having not previously made such a visit on the same topic shall advise the Security Controller well in advance. The necessary security arrangements can then be made, but confirmation that the visit will be possible should be obtained from him/her before departure.

#### 5.10 Casual Use of Private Cars on Company Business

5.10.1 Where the occasional use of an employee's private car may be expedient, an employee can apply (using the form shown in Figure 5.5) to be put on the list of authorised car users.

5.10.2 For full details of the procedure to adopt, the limitations of use and recovery of expenses refer to Procedure Instruction 1-15 of the GEC Avionics Procedure Instruction Manual.

5.10.3 Mileage rates are periodically reviewed by the Company and up-to-date ratings are obtainable from the Divisional Services Controller and are also displayed on Company noticeboards.

5.10.4 It is at the discretion of the Division to approve a private car journey. If the total mileage is to exceed 80 miles, it is normal practice to apply for special car-hire facilities as described in paragraph 5.9.3.

5.10.5 As a general rule Company goods for delivery or collection should be carried by Company transport, arranged through the Transport Manager. This does not include carriage of "tools-of-trade", which may be needed by an employee to carry out the work to be done.

#### 5.11 Company Bus Service

5.11.1 Mini-buses run at regular intervals from the Main Factory to and from the following sites:-

- o Flying School (Aviation Service and Repair Division)
- o New Road Site (Flight Automation Research Laboratory)

AIRBORNE DISPLAY DIVISION  
VISIT REPORT No: 229/ENG/FB/.../123

Name: F. Bloggs

Distribution:

Date: 4th/5th December 1988

Mr....Tech. Manager  
Mr....Proj. Manager  
Mr....QA Manager  
Mr....Prod. Engineer  
Mr....Ch. of Test  
Mr....RTO (Nav)

Place Visited: AFSF  
E E Squadron  
RAF Anywhere

Persons seen: Sqn. Ldr....  
F/Lt.....  
Ch. Tech....  
and other technical  
staff.

Summary:

The visit covered a period of two days and was made to finalise certain actions resulting from investigations into Buccaneer problems in general.

Brief Description of Visit

Discussion between the Firm and the RAF included the following topics:

- 1.1 Inadequacy of setting-up instructions for the Display Test Panel.
- 1.2 Clarification of points relating to the failures of VT1 and VT2 in Panel A of the Display Waveform Generator.
- 1.3 To further discuss non-compatibility between certain Pilots Display Units and Display Waveform Generators.

Figure 5.4 Sample First Page of Visit Report

AUTHORISATION FOR CASUAL USERS CAR SCHEME REGISTER  
SECTION A (AUTHORISATION BY DIVISIONAL MANAGER)

(THIS SECTION IS NOT APPLICABLE TO EMPLOYEES ON ANNUAL CAR ALLOWANCE SCHEME)

TO: THE CASHIER

NAME: ..... DIVISION: ..... DATE: .....  
(BLOCK CAPITALS)

Please add the above-named employee to the register of authorised car users.

He has been instructed to produce his vehicle registration documents and current insurance certificate with this authorisation.

He \* WILL/WILL NOT be required to carry Company goods and samples.

\* Delete where not applicable.

Approved: .....  
Divisional Manager

SECTION B (TO BE COMPLETED AND SIGNED BY EMPLOYEE)

1. My Insurance Policy covers me for the following:-

- (a) Third Party Liability.
- \* (b) Any possible claim made by passengers travelling in my car.
- (c) Use in connection with my employer's business.
- \* (d) Use for carrying my employer's goods and samples.
- \* (e) Use for carrying advertising material and soliciting orders.

I undertake to maintain the above cover whilst I am an authorised car user.

\* Delete where not applicable.

2. (Delete the relevant parts of this paragraph if para. 1(b) (d) or (e) applies).

My Insurance Policy does not cover me for:

- (a) Possible claim by passengers travelling in my car and I am aware that in no circumstances may I carry passengers whilst travelling on Company business.
- (b) Carrying my employer's goods and samples and I am aware that in no circumstances may I carry such goods and samples.
- (c) Carrying advertising material and soliciting orders and I am aware that in no circumstances may I carry such material or use my car in connection with soliciting orders.

3. I understand that all subsequent insurance certificates (including cover notes) issued to me have to be shown to the Cashier immediately and, if the insurance cover expiry date shown on the car register is exceeded I AM LIABLE TO BE AUTOMATICALLY REMOVED FROM THE REGISTER.

4. I understand that if I change my car the new vehicle registration documents have to be shown to the Cashier immediately.

Signed ..... Date .....

R 1974.11.84

5.11.2 Details of departure times and pick-up points are displayed on Company noticeboards.

5.11.3 No claims for expenses will be considered for journeys that could have been made using the Company bus service.

**5.12 Supplementary Information**

5.12.1 Many additional procedures exist other than those mentioned in this publication. The GEC Avionics Procedure Instruction Manual covers topics such as Disciplinary Procedure, Grievance Procedure and Absence from Work, and should be referred to for the correct procedure to adopt.

5.12.2 Supervisors should be approached if you have any problems and they are issued with a "Supervisors Guide" booklet which contains information necessary to assist them in their supervisory duties.

Figure 5.5 Authorisation Form for Casual Car Users



SECTION 6  
COMPANY FACILITIES

**6.1 Canteen Services**

6.1.1 There is a trolley service available each morning at various venues on site, selling confectionery and snacks. This service is available from approximately 9.00am to 10.45am.

6.1.2 During lunch break there are several choices available for a mid-day meal. The salad bar, located within the snack bar, offers a choice of salads for the health and weight conscious. The snack bar provides a variety of sandwiches, hot snack meals, and a small selection of vegetarian meals. The self service area in the main canteen and the waitress service area make provisions for a full meal, at subsidised prices. These facilities are available from 12 noon to 1.30pm, but can only be used during your lunch break.

6.1.3 Tea and coffee are available in the self service and waitress service canteen at lunchtime and from vending machines at various points on site.

**6.2 Car Parking**

6.2.1 Car owners will be allowed to park, space permitting, in the car parks provided. Identification discs are allocated upon request from the Security Office. You must park only in the car parking area you are allocated, which will be as near as possible to your working area.

6.2.2 Motorcycles and cycles must be stored in the racks or space provided. All motor vehicles, motorcycles and cycles are parked entirely at the owner's risk. The Company does not accept liability for damage to or loss of any such vehicles or cycles.

6.2.3 Misuse of the car parking arrangements may lead to the Company's withdrawal of the facility.

6.2.4 Throughout the site there are certain areas designated for disabled drivers. If you wish to be considered for one of these spaces you should apply through your Supervisor to the Welfare Officer, who will arrange to see you and discuss your request.

**6.3 Staff Sales**

6.3.1 Details of staff sales can be obtained from the Divisional Services Controller.

**6.4 Flying Training Scheme**

6.4.1 The Flying Training Scheme operates as part of the Company's training policy and is intended to provide flying training to Private Pilot Licence (PPL) level, when such training would be appropriate to an individual's work.

6.4.2 Flying training is expensive (£4,000 to £5,000 to reach PPL standard) and although the Company will pay all of the flying costs, the individual must meet the cost of licence fees, flying club membership, medical examinations, text books and maps etc, and can expect to have to meet costs of the order of £500. In addition the individual must expect to commit a very large amount of personal time to the training.

6.4.3 For these reasons the Company has established pre-requisites for entry to the Flying Training Scheme which are as follows:

- a) To have been employed in an eligible capacity within the Company for a period of at least 18 months.
- b) To have demonstrated some degree of commitment to flying and aptitude for flying by having some previous experience, for example, by gliding or in a University Air Squadron, or by undertaking the first three hours of flying training at your own expense.

6.4.4 If you wish to join the Flying Training Scheme, and can satisfy the entry requirements, you should obtain an application form from the Technical Manager's Secretary and after completion submit it to the Divisional Manager via the Technical Manager. If you require to pay for the first three hours of flying training yourself, and would like to have some assurance that having done so your application will be accepted, you may request provisional acceptance by the same route after you have been employed by the Company for 12 months.

6.4.5 In order to fly solo it is necessary that the student passes a Class 3 medical examination. If you are unable to reach this standard, you may be eligible for air experience flying and should discuss the matter with the Technical Manager when you have been employed by the Company for 15 months.

## SECTION 7

### EMERGENCY EVACUATION PROCEDURES

#### 7.1 Procedure

7.1.1 Recognition of the alarm signals and the orderly evacuation of affected areas is part of the Company Safety Policy. Details of these procedures can be found in Section 2 of the Divisional Safety Manual.

7.1.2 The Safety Manual should be read by all personnel at the earliest opportunity and should be specially noted by newcomers to the division.

7.1.3 Notices describing the alarm signals and identifying the assembly points are prominently displayed in each working area.

#### 7.2 Disabled Personnel

7.2.1 Disabled personnel need special assistance in an emergency, and arrangements will have been made by the Divisional Services Controller (DSC) to assist any disabled personnel to get clear of the building.

SECTION 8

SAFETY AT WORK

8.1 Introduction

8.1.1 Section 2(3) of the Health and Safety at Work Act 1974 requires an employer to prepare, and revise when necessary a "Statement of Health and Safety Policy", and to organise a means of implementing this policy and bringing it to the notice of all employees. To comply with this, all newcomers to the division should be issued with a copy of the GEC Avionics Statement of Safety Policy and Responsibilities document.

8.1.2 The Health and Safety Act is described in the GEC Avionics Procedure Instruction Manual.

8.2 Airborne Display Division in particular

8.2.1 Divisional requirements arising from the Health and Safety Act are defined in the "Divisional Safety Manual", which all ADD personnel are required to read and understand.

8.2.2 The Divisional Safety Manual covers the following subjects in detail:-

- o Company Statement of Safety Policy
- o Framework of Responsibilities
- o Emergency Evacuation Procedures
- o Safety in various sections of the Division
- o Disposal of dangerous substances
- o Handling of hazardous components

8.2.3 All accidents, potential hazards and/or defective safety equipment must be reported to a Supervisor, who will take further action. Accidents resulting in personal injury must also be reported to the surgery, and the appropriate form completed in all cases.

8.2.4 Due to the possibility of any individual being subject to an accident or sudden collapse, there must never be less than two people working in any area, including work during overtime.

8.3 Safety Audits

8.3.1 Periodical audits of the Division are carried out by a Quality Assurance representative to check general safety and to highlight potential dangers or hazards. Formal reports are submitted to the Divisional Manager, who will take action where necessary.

8.3.2 Divisional Safety Instructions are also audited by the QA representative, who reports the results of the audit to the Chairman of the Divisional Safety Committee at each monthly meeting.

SECTION 9

MISCELLANEOUS

9.1 Identity Badges

9.1.1 All Company personnel employed at the Rochester establishment, without exception, shall wear and display an Identity Badge, issued by the Security Controller, at all times while within the boundaries of the establishment.

9.1.2 The loss of an Identity Badge shall be reported to the Security Controller. For further details concerning Identity Badges refer to Procedure Instruction 1-01 of the GEC Avionics Procedure Instruction Manual.

9.2 Classified Documentation

9.2.1 The Divisional Security Officer maintains a Register of Classified Documents, listing all such documents received by the Division and the date of receipt.

9.2.2 If a SECRET or CONFIDENTIAL document is issued to a member of the Division at a meeting outside the establishment, or received directly by post, he/she shall register it with the Establishment Security Office and with the Divisional Security Officer as soon as possible.

9.2.3 Whenever a classified document is issued to a member of the Divisional staff, who must be someone entitled to the information contained, the recipient shall sign and date the Register. After signing for a classified document, the recipient is responsible for its safe custody at all times.

9.2.4 Personnel in possession of a classified document or piece of equipment shall never leave it exposed to the general view. When classified documents are not in use they shall be stored as follows:-

- SECRET - Locked within approved security cabinets, provided with a Chubb or Abloy padlock and security bar.
- CONFIDENTIAL - As for SECRET documents.
- RESTRICTED - Locked within cabinets, provided with normal locks.

Note: If in doubt on any matters concerning Security, ask your Supervisor or contact the Divisional Security Officer.

SECTION 10

LIST OF DIVISIONAL PROCEDURE INSTRUCTIONS

VOLUME 1

Part 0

Preface

- 0-00 Contents of Part 0.
- 0-01 Foreword.
- 0-02 Introduction.
- 0-03 Key to Contents of Instruction Manual.
- 0-04 Index.
- 0-05 Amendment Record.
- 0-06 Preparation, Publication and Amendment of Procedure Instructions.
- 0-07 Distribution List.

Part 1

Drawing Office Procedures

- 1-01 Drawing Revision Procedure (U.S. Military Projects).
- 1-02 Microfilming (Roll Type) Procedures (U.S. Military Projects) and Legibility Requirements for Tracing Drawings.
- 1-03 Procedure for Approval of Engineering Drawings.
- 1-04 Procedure for Subcontracting Drawing Office work.
- 1-05 Parts List Preparation, Drawing Office Tabulation.
- 1-06 Standing Requirements for the Drafting and Checking of Drawings.
- 1-07 Operational Procedure for Divisional Library.
- 1-08 Multilayer Printed Circuit Boards.
- 1-09 Procedure for the Compilation and Issue of Model Shop Provisional Change Notices.
- 1-10 Archiving and Retrieval of Computer Aided Design (CAD) Databases.
- 1-11 Computer Data Backup and Archiving (General).
- 1-12 Print Issues to Model Shop.
- 1-13 ADD Model Shop Services.

Part 2

Production Department Procedures

- 2-01 Control of Customer Owned Equipment.
- 2-02 Customs Procedure in ADD.
- 2-03 Procedure for Control of Materials in Bonded Stores.
- 2-04 Control of Manufacturing and Test Documentation.
- 2-05 Raising and Control of Production Documentation Prior to Release to Shop Floor.
- 2-06 Procedure for the use of Drawing and Free Issue List.
- 2-07 The Processing, Storage and Handling of Electrostatic (Discharge) Sensitive Devices.
- 2-08 Control of Free Issue to Subcontractors.
- 2-09 Production Department Procedure for Control of Tooling.
- 2-10 Control of Inspection Planning.
- 2-11 Vendor Selection Procedure.

Part 3

Engineering Department Procedures

- 3-01 Configuration Control.
- 3-02 Control of Purchases originated by the Engineering Department.
- 3-03 The Planning and Control of Engineering Department Activities.
- 3-04 Manufacture of Pre-production equipments in Engineering and Production Departments.
- 3-05 Software Development.
- 3-06 Technical Publications Procedures.
- 3-07 Software Media, Generation and Registration.
- 3-08 Control of Magnetic Tapes.
- 3-09 Procedure for Design and Development Control.
- 3-10 Operational Procedure for Laboratory Stores and Support.

VOLUME 2

Part 4

Quality Assurance Department Procedures

- 4-01 Quality Assurance Procedures.

Part 4 (contd)

- 4-02 Control of Electrical and Mechanical Measuring Equipment.
- 4-03 Schedule of Quality Assurance Audit Procedures.
- 4-04 Control of Packs, Packaging and Packing.
- 4-05 Raising, Controlling and Distribution of Corrective Action Request (CAR) Documentation.
- 4-06 Control of Production Purchase Orders and Subcontractors.
- 4-07 Engineering Equipment Release.
- 4-08 Control and Issue of Approval Stamps.
- 4-09 Use of Software Discrepancy Reports.
- 4-10 Control of Non-conforming Items.
- 4-11 Control of Materials having Limited Shelf Life.
- 4-12 Processing of Returned Equipment from Customer.
- 4-13 Control of Goods Inwards Inspection.
- 4-14 Control of Inwards Goods Sampling Inspection.
- 4-15 Equipment Release.
- 4-16 Preliminary, MRB and Quality Assurance List of Approved Signatories.
- 4-17 Control of Substitute Part Procurement, Storage and Records.
- 4-18 Corrective Action and Disposition System for Non-conforming Material for U.S. Government Contracts.
- 4-19 Design Reviews (Hardware).
- 4-20 Design Reviews (Software).
- 4-21 Quality Assurance Audit Procedure for Holographics Department.
- 4-22 Foreign Object Damage Prevention Plan.
- 4-23 System Safety and Human Engineering Design Evaluation.
- 4-24 Instruction for Hazard Action Reports.
- 4-25 Procedure for the Control of F16 Corrective Action Requests (CARs) and Parts Failure and Servicing Difficulty Reports (PFSDRs).

Part 5

Administration Procedures

- 5-01 Procedure for Guidance of Resident Customer/Representatives to Airborne Display Division.
- 5-02 Airborne Display Division Authorised Signatories.
- 5-03 Overtime Working (Monthly Staff).
- 5-04 Instructions regarding Salary Reviews for 4-Weekly and Weekly Staff.
- 5-05 Procedure on Preparation of Pricing Proposals for Quotations.
- 5-06 Procedure on Specific Indirect Work Tasks.