

Test and Inspection Management

Supervises employees who test and/or inspect products to determine compliance with specifications.

	Level 1	Level 2	Level 3	Level 4
	Supervisor, Test & Inspection	Associate Manager, Test & Inspection	Manager, Test & Inspection	Sr. Manager, Test & Inspection
Management Role	Accomplishes tasks mainly through direct supervision of non-exempt and entry-level exempt employees.	Accomplishes results through lower level subordinate supervisors or through experienced exempt employees who exercise significant latitude and independence in their assignments.	Accomplishes results through subordinate supervisors or exempt specialist employees.	Generally accomplishes results through lower management levels.
Policy and Strategy	Directs daily operations of work area.	Administers and executes policies, processes and procedures that affect subordinate employees and the workflow of the work area.	Interprets and administers policies, processes and procedures that may affect sections and subordinate work areas.	Establishes operating policies and procedures that affect departments and subordinate sections and work area. Interprets company-wide policies and procedures. Develops budgets, schedules and performance standards.
Freedom to Act	Assignments are largely established in accordance with schedules and deliverables. Work is reviewed for accuracy and completeness.	Assignments are task or activity oriented. Work is reviewed for soundness of judgment and overall quality and efficiency.	Assignments are defined in terms of activities and objectives. Work is reviewed upon completion for adequacy in meeting objectives.	Assignments are objective oriented. Work is reviewed in terms of meeting the organization's objectives and timelines.
Impact	Decisions have a direct impact on work unit operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules.	Decisions impact work area operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules and require the allocation of more people and financial resources.	Decisions have an impact on work processes and outcomes. Erroneous decisions or recommendations or failure to complete assignments normally result in serious delays and considerable expenditure of additional time, human resources and funds.	Decisions have an extended impact on work processes and outcomes. Erroneous decisions result in critical delays and modifications to projects or operations; cause substantial expenditure of additional time, human resources and funds; and jeopardize future business activity.
Liaison	Interacts daily with subordinates and/or peers within similar and/or related functions primarily for the purpose of presenting and exchanging information.	Interacts internally primarily with subordinates and other supervisors. External interaction is typically with suppliers, vendors and/or customers. Primary purpose of liaison is information sharing and basic problem resolution.	Interacts frequently with internal personnel and outside representatives at various levels. Participates and presents at meetings with internal and external representatives. Interaction typically concerns resolution of operational and scheduling issues.	Interacts frequently with internal and external management and senior-level customer representatives concerning projects, operational decisions, scheduling requirements and/or contractual clarifications. Leads briefings and technical meetings for internal and external representatives.

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Operations Involvement/Direct Work Involvement	Maintains safe and effective quality assurance operations by motivating and directing the work force. Assists in the administration of activities and assignments and provides leadership to the workforce during quality assurance operations. Identifies problems by evaluating all circumstances and proactively identifies potential hazards to personnel, facilities, tooling, equipment and product. Uses knowledge of quality operations and makes recommendations to higher levels to solve problems and interprets/administers management policies and procedures to avoid down time and delays.	Applies knowledge and experience to quickly assess, diagnose, develop and implement systems and corrective actions in order to maintain the quality and productivity goals of the team. Motivation of a high performance work team achieved through the incumbent's knowledge, attitude, example and coaching. The incumbent must be able to create a positive attitude and work environment for all personnel involved. Responsible, under supervision, for motivating a high performance work team to meet productivity, efficiency, quality and safety goals of the quality assurance team.	Motivation of a high performance work team achieved through the incumbent's knowledge, attitude, example and coaching. The incumbent must be able to create a positive attitude and work environment for all personnel involved. Responsible, under supervision, for motivating a high performance work team to meet productivity, efficiency, quality and safety goals of the quality assurance team. Ensures systems for supporting all operations with materials, parts, tools, tooling, process, paper, etc. are adequately maintained to avoid production down time and delays. Evaluates support systems to ensure efficiency and interfaces with all departments in recommending changes as necessary. Conducts meetings and plans work activities in conjunction with the Quality Assurance Managers. Responsible for coordination between Production Control and Manufacturing; effectively organizing work, while anticipating production problems, tracking case status, ensuring material availability, etc.	Establishes detailed manpower plans and manages workload to ensure a timely and efficient completion of the required quality system needs based on contractual, budget and regulatory requirements. Supervises and trains personnel in all aspects of internal and vendor audits, regulatory requirements and procedures (AS9100, AS9102, FAA regs, etc.), ASL, DQR, Repair Station, and all other Quality Function related training as assigned. Supervises personnel and all aspects for the overhead functions relating to FAA, ISO, AS9100 and customer regulatory requirements. These would include, but not be limited to such functions as CAR and PAR administration, continuous improvement, Cost of Quality, QA records and documentation, quality objectives and other Quality system administrative requirements. Maintains the quality inspection measurement system that relates to day-to-day quality functions and statistics, prepares analysis and reports and oversees the quality function as it relates to the management reviews and quality objectives. Attends and is an active participant in the quality staff meetings, reports on pertinent information or status on quality related statistics and system elements with respect to quality problems or opportunities. Participates in and supports the preparation of proposals in relationship to quality system requirements. Reviews all such proposals in accordance with the division's bid and proposal procedures for quality system requirements. Provides plans and status necessary for the operating budgets and personnel to support the inspection and quality system. Represents the Quality Department for source inspections, customer and regulatory audits as it relates to the Quality functions and systems.

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Minimum Education and Experience	Bachelor's Degree in Business or related field and 1+ years of previous lead or supervisory responsibilities. Good leadership skills with the ability to motivate and lead others. Skill in interpersonal relationships and training others. Communication skills with various support groups and various levels of management. Computer skills in operating network and personal computer. Knowledge of purchasing procedures and operations. Knowledge of Safety procedures and encourage others to abide by them. Skill in operating inspection equipment. Skill in reading mechanical engineering drawings and specifications. Ability to organize work to meet with load requirements.	Bachelor's Degree in Business or a related field. Seven (7) years in the aerospace quality assurance management field, and have a thorough knowledge of QA systems. Must have a technical understanding of composite fabrication and inspection, including filament winding and layup. Above average communication skills both oral and written, including computer skills. Able to work in difficult situations, and arbitrate difficult problems. Must be willing and able to travel on company business as required. Must have general knowledge of cost accounting and reporting, systems, contract law, contract administration, engineering documentation procedures, manufacturing operations and reporting, statistical analysis and quality control responsibilities and reporting. Must have problem solving skills and be able to provide solutions. Self motivated.	Ten (10) years in the aerospace quality assurance management field, and a thorough knowledge of QA systems. Must have a technical understanding of composite fabrication and inspection, including filament winding and layup. Must possess above average communication skills both oral and written, including computer skills. Must also be able to work in difficult situations, and arbitrate difficult problems. Must be willing and able to travel on company business as required. Must have general knowledge of cost accounting and reporting systems, contract law, contract administration, engineering documentation procedures, manufacturing operations and reporting, statistical analysis and quality control responsibilities and reporting. Must have problem solving skills and be able to provide solutions.	Bachelor's Degree and Twelve (12) years in the aerospace quality assurance management field, and a thorough knowledge of QA systems. Include 5-7+ years of managing respective areas. Must have a technical understanding of composite fabrication and inspection, including filament winding and layup. Must possess excellent communication skills both oral and written, including computer skills. Must also be able to work in difficult situations, and arbitrate difficult problems. Willing and able to travel on company business as required. General knowledge of cost accounting and reporting systems, contract law, contract administration, engineering documentation procedures, manufacturing ops and reporting, statistical analysis and quality control responsibilities and reporting. Must have problem solving skills and be able to provide solutions.