

# Participants Guide

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## 1 Introduction

This document is primarily intended for suppliers interested in joining Atlantic Canada Aerospace and Defence Association's MACH Atlantic initiative, and for their customers who want to accompany them in this effort as a sponsor.

This manual will first briefly describe ACADA, the Atlantic aerospace and defence cluster, then present the MACH initiative in support of the Atlantic Canada supply chain and explain the roles and responsibilities of the supplier and sponsor toward all stakeholders of the initiative.

Finally, it will describe the steps to be taken by a supplier and mentor participating.

## 2 Atlantic Canada Aerospace and Defence Association (ACADA)

The Atlantic Canada Aerospace and Defence Association (ACADA) is a collaborative SME-focused organization comprised of 169 industry members and partners representing the interests of the aerospace, defence, and security industries in Atlantic Canada. ACADA works with partner provincial associations, industry members, government, and other key stakeholders to facilitate strategic industry development on behalf of the region while promoting the Atlantic Canada brand locally, nationally, and internationally.

ACADA focuses on a number of key initiatives and priorities on behalf of our membership:



**Workforce & Talent  
Development**



**Business  
Competitiveness**



**Business  
Development**



**Industry & Sector  
Promotion**

## 3 Definitions

Term	Definition
A&D	Aerospace & Defence
Supplier / Participant	Atlantic Canadian A&D manufacturers and Maintenance Repair organizations that wish to develop business practices through the MACH Atlantic initiative.
Sponsor	OEM, Tier 1-2 organization that is a customer of the Supplier that wishes to mentor the supplier to foster the growth and innovation of the supplier and strengthen the Atlantic supply chain.
MACH Atlantic	Supplier development framework advancing productivity and competitiveness for Small to Medium Enterprises (SME's) in the A&D sector.
MACH Excellence Framework	A methodological framework and tools to improve proficiency in key business processes
Validation Committee	Committee of government and industry representatives that review project proposals to ensure they qualify for funding subsidies and help the suppliers progress maturity.
SDP	Skills development program (SDP)

## 4 MACH Atlantic

### 4.1 What is the MACH initiative?

The MACH Atlantic Program is a supplier development framework designed to advance productivity and competitiveness for Small to Medium Enterprise (SME) organizations in the aerospace and defence sector of the Atlantic Canada region. The process emulates the proven methodology of formal engagement between the supplier-OEM commencing with evaluation, identification, collaboration, planning and process approval and execution of improvement projects and training programs.

The MACH Atlantic program will enable the participants to evaluate and identify performance gaps, receive the crucial data to determine the appropriate course of action of best suited business processes for improving their position within the supply chain.

The program aims to develop a base of more productive SME subcontractors with distinctive skills that are better aligned with OEMs and Tier 1 suppliers, and who champion the best business practices and new innovative production.

### 4.2 A tool for developing a world class supply chain

In a rapidly globalizing world, this initiative is a change program designed to accelerate the transformation of Atlantic Canada's aerospace & defence supply chain and enhance its performance and competitiveness, one company at a time.

This initiative was designed with four strategic priorities:

**1. Create an improved business culture for more openness, collaboration, and innovation**

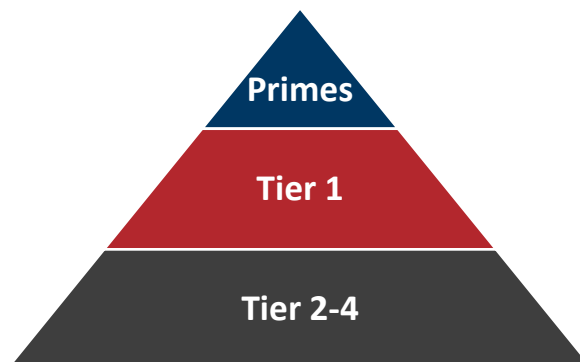
**2. Improve the supply chain competitiveness, one company at a time**

**3. Develop new local integration capabilities**

**4. Provide access to a funding vehicle for progressive maturity in an ever-evolving market**

The MACH Atlantic initiative is intended primarily for A&D suppliers and aims to intervene directly with them to improve their performance while fostering collaboration and innovation within the chain to:

- Develop a base of Tier 1 suppliers able to participate actively in future aerospace & defence programs, locally and globally



- Develop a base of SME subcontractors with distinctive competencies that are better aligned with OEMs and Tier 1 suppliers, that are more productive and master best business practices and new manufacturing technologies (innovation).

## 5 Purpose

### 5.1 Suppliers

The MACH initiative was conceived for manufacturing and maintenance repair organizations active in the supply chain of Atlantic Canada's aerospace & defence sector.

The program is therefore aimed at A&D organizations that:

- Have production/operations facilities located in Atlantic Canada.
- Demonstrate that at least 30% of their sales come from the defence sector, all regions combined.

### 5.2 Sponsors

The MACH initiative is also aimed at companies in the aerospace & defence sector who want to develop a sustainable supply chain and upgrade their business relationships with Atlantic Canadian suppliers to develop and propose ever-more competitive solutions for their customers.

The collaborative relationship that is developed through the MACH initiative can:

- Upgrade existing business relationships by enhancing the alignment of business objectives between the Sponsor and its supplier.
- Improve communication, transparency and collaboration between a Sponsor and its supplier.
- Improve efficiency and simplicity.
- Foster innovation.
- Reduce duplication, and therefore costs, for all involved.

### 5.3 Participants

The MACH Atlantic initiative is a program that, by applying a simple and well-defined process, allows for the implementation of improvement projects to enhance the sustainable competitiveness of a supplier.

The program offers:

- A methodological framework and tools to improve proficiency in key business processes (MACH Framework of Excellence) and development of a continuous improvement process.
- A certification process recognized in the industry (MACH performance label).
- A special mentoring relationship with an OEM (Sponsor).
- A visibility program in support of business development.
- Financial support and in-kind contributions to complete projects that require the addition of expertise, training and/or coaching.

## 6 MACH Excellence Framework

The MACH excellence framework is a tool designed to support progressive maturity of supplier practices to accelerate transformation into a world-class supplier increasing competitiveness on the global market.

The MACH Excellence Framework lies at the heart of the initiative. It is a management system that was developed to help suppliers assess their performance, identify performance gaps, and determine the actions necessary to improve and better position themselves within the supply chain.

The MACH Excellence Framework prioritizes three fundamental levers for improving a supplier's competitiveness:

- Excellence in leadership.
- Operational excellence.
- Excellence in planning and developing the workforce.



## 6.1 The MACH Excellence Framework

The MACH Excellence Framework has a maturity scale of five levels, MACH 1 to MACH 5, which help evaluate to what extent the supplier has mastered 16 key business processes.



	PROCESSES	MACH 1	MACH 2	MACH 3	MACH 4	MACH 5
<b>Lever 1 Leadership</b>	1.1 - Strategic Planning & Positioning					
	1.2 - Performance & Management Systems					
	1.3 - Project & Risk Management Systems					
	1.4 - Innovation					
	1.5 - Corporate Social Responsibility					
	1.6 - Digital Technologies Governance & Management					
<b>Lever 2 Workforce Planning</b>	2.1 - Workforce Planning					
	2.2 - Hiring, Workforce Mobilization & Management					
	2.3 - Workforce Training					
	2.4 - Individual Performance Evaluation					
<b>Lever 3 Operations</b>	3.1 - Supply Chain Management					
	3.2 - Customer Relationship Management					
	3.3 - Manufacturing Control & Management					
	3.4 - Continual Improvement					
	3.5 - Engineering Methods & New Product/Program introduction					
	3.6 - Quality Management					

## 6.2 MACH Performance Label

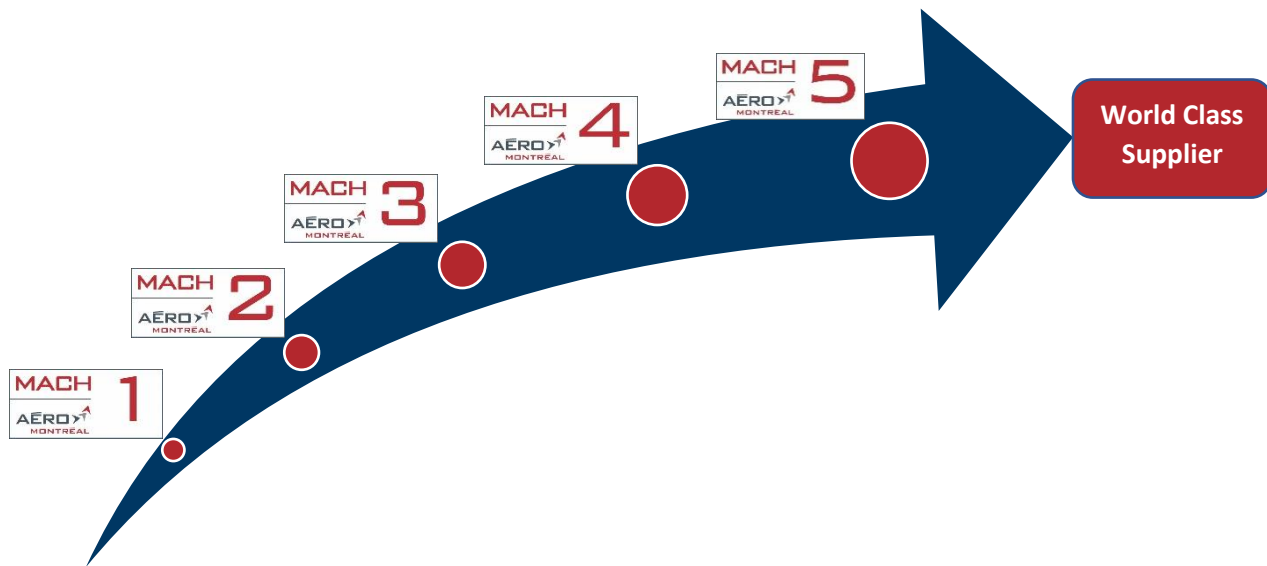
The MACH Excellence Framework also features the MACH performance label, a recognized certification process that provides increased visibility and recognition for suppliers. This will demonstrate to prospective primes that you are a world class supplier.

### 6.2.1 MACH performance label



### 6.3 MACH Atlantic Performance Maturity Model

The MACH Excellence Framework aims to identify a supplier's critical path for continuous improvement as well as to enhance the knowledge and skills of its workforce to sustainably increase the company's competitiveness. Consequently, the initiative includes the establishment of a workforce skills development programs (SDP). This features training and coaching activities to strengthen the expertise of employees and, of the company.



The MACH initiative therefore proposes services aimed at improving the skills and knowledge of employees. To this end, the MACH initiative offers to participating suppliers:

- Consulting advice to establish a workforce skills development program (SDP) to support the implementation of improvement projects.
- Ongoing information activities about the initiative.
- A series of free training sessions on best practices and tools that will enhance the company's performance on the key business processes that are part of the MACH Excellence Framework.

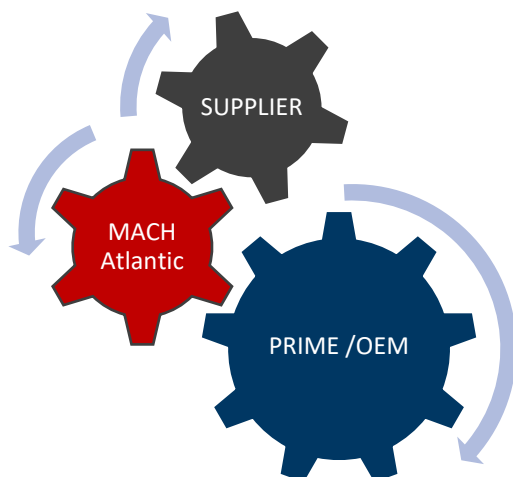
## 6.4 Supplier Mentorship and Relationship Management

Supply chains are never static – they form and reform according to the demands of each customer. That is why effective collaboration is so critical.

The MACH initiative therefore encourages the establishment of special collaborative relationships between customers and suppliers that focus on the sharing of expertise and strategic information to increase pro-activity and innovation. A better alignment between primes and suppliers will inevitably result in the enhanced performance of the Atlantic Canadian aerospace & defence supply chain.

As a result, each supplier that participates in the MACH initiative will be accompanied in its efforts by a customer, its sponsor.

### 6.4.1 Mentoring relationship between Prime and Supplier



This definition of mentoring reflects how the prime-supplier relationship is promoted through the MACH initiative, namely, “mentoring is a relationship encompassing support, exchanges and learning in which the mentor (sponsor) invests its time and shares its knowledge and expertise with a less experienced person (supplier) who wishes to benefit from this exchange and takes actions to make it happen.”

The mentoring relationship implies exchanges where honest communication and openness are fundamental attitudes. It develops over the long term and is governed by ethics rules defined according to the objectives sought.

Under the MACH initiative, the mentoring relationship is established in a formal program that offers tools and a framework such that a larger number of suppliers can benefit from the experience and expertise of a prime.

## 6.5 Increased Visibility

To support suppliers in developing their markets and their clientele, MACH offers various activities to raise their profile, both locally and internationally.

The program to improve the visibility of suppliers as part of the MACH initiative is based on a simple principle: more visibility provides more business opportunities.

Recognizing supplier performance on the key processes included in the MACH Excellence Framework will give them tools to improve their position in the supply chains of potential customers.

Enhanced visibility of suppliers can be achieved with:

- MACH performance label
- Conferences and press releases
- Press Articles
- Brochures
- Attendance at international trade shows

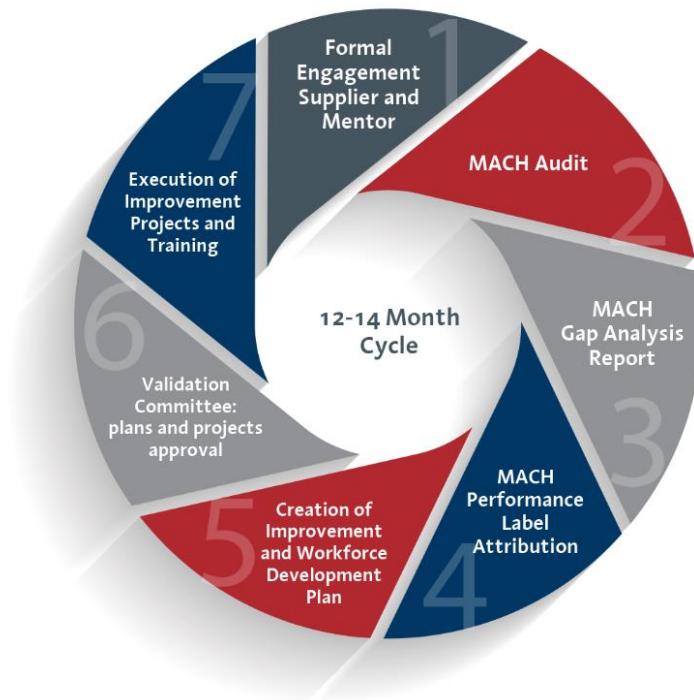
## 6.6 MACH Atlantic Program Lifecycle

Under the MACH initiative, a supplier needs to implement the process or cycle over a 12-to-14-month period, after which it normally starts a new cycle.

### 6.6.1 MACH Atlantic Program Lifecycle

The supplier's efforts are supported by financial assistance and in-kind contributions during each of the years (or cycles) to implement the plan and improvement projects that will enhance employee skills and the company's competitiveness in keeping with the MACH Framework of Excellence.

- To carry out its improvement projects for each cycle, a supplier is granted a monetary package to which it must contribute and a bank of mentoring hours from its sponsor.



## 6.7 Program Pricing

Each participant organization is expected to contribute up to 25% of costs for upskilling and improvement projects.

All pricing is subject to change and does not include applicable taxes.

### 6.7.1 Initial Cohort Support Parameters

This first cycle of the MACH Atlantic initiative will focus on 10 ACADA member organizations and will consist of reduced rate pricing.

MACH Atlantic Cohort One – Cycle One		
Program pricing		
Mentee Contribution		\$5,000
MACH Audit costs		\$10,000
Total participant costs for initial MACH cycle		\$15,000
Grants and Subsidies		
Training & Upskilling Subsidies		\$10,000
Government Strategic Innovation subsidies		Up to \$50,000
40 hours Sponsor mentorship In-kind Contribution		\$12,000
Available Funding		\$72,000

### 6.7.2 MACH Atlantic Support Parameters Full program

After the initial cohort cycle, ACADA will be opening the MACH Atlantic program to all members that wish to participate.

MACH Atlantic Subsequent Cycles		
Program pricing		
Mentee Contribution		\$10,000
MACH Audit costs		\$10,000
Total participant costs (per improvement cycle)		\$20,000
Grants and Subsidies		
Training & Upskilling Subsidies		\$10,000
Government Strategic Innovation subsidies		Up to \$50,000
40 hours Sponsor mentorship In-kind Contribution		\$12,000
Available Funding		\$72,000

### 6.7.3 Sponsor Contribution matrix

Mentor sponsorship will increase at each level of maturity as the participant progresses through the program.

	Maturity Level				
	MACH 1	MACH 2	MACH 3	MACH 4	MACH 5
Mentee Contribution (per cycle)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Audit costs (per improvement cycle)	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Training & Upskilling Subsidies	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Government Strategic Innovation subsidies	Up to \$50,000	Up to \$50,000	Up to \$50,000	Up to \$50,000	Up to \$50,000
Sponsor minimum in-kind contribution	\$12,000	\$24,000	\$36,000	\$48,000	\$60,000
<b>Available Funding</b>	<b>\$72,000</b>	<b>\$84,000</b>	<b>\$96,000</b>	<b>\$108,000</b>	<b>\$120,000</b>

### 6.7.4 MACH Atlantic Sponsor in-kind Contribution

	Maturity Level				
	MACH 1	MACH 2	MACH 3	MACH 4	MACH 5
Sponsor minimum in-kind contribution	40 hrs	80 hrs	120 hrs	160 hrs	200 hrs
<b>Value of Contribution</b>	<b>\$12,000</b>	<b>\$24,000</b>	<b>\$36,000</b>	<b>\$48,000</b>	<b>\$60,000</b>

For example, a supplier who obtains the MACH 2 performance label in its first cycle:

- Is expected to contribute \$10,000 to its monetary package, to which the MACH initiative would add \$30,000 for a total budget of \$40,000.
- Would get additional support of 80 hours from its sponsor to help implement improvement projects under the initiative.

Finally, it should be noted that 100% of the monetary package will be used to support the supplier in its projects and must be used according to the expenditure parameters identified in the following table:

### 6.7.5 Funding Allocation Matrix

Budgetary Category		Maturity Level				
		MACH 1	MACH 2	MACH 3	MACH 4	MACH 5
Diagnostic	<i>fixed</i>	25%	19%	13%	9%	8%
Expertise Consulting & Hires	<i>minimum</i>	0%	0%	0%	0%	0%
	<i>maximum</i>	25%	25%	25%	25%	25%
Skills development, Training & Coaching	<i>minimum</i>	50%	56%	63%	66%	68%
	<i>maximum</i>	75%	81%	88%	91%	93%

#### 6.7.6 Noneligible expenses

There are some expenses that do not qualify for funding subsidies under the MACH Atlantic program:

- No financial support is offered to sponsor organizations under this program.
- Salaries of employees assigned to implement projects (except for new employees specifically hired for MACH Atlantic project implementations).
- Salaries or travel expenses for employees required to take training or coaching as part of the SDP.
- All capital expenses required to implement the projects (e.g., tooling, software, equipment, raw materials, etc.).
- Travel expenses of consultants hired in the projects related to the MACH initiative (e.g., km, hotel, meals, etc.).
- All expenses not related to the improvement of opportunities as identified by the MACH excellence framework audit.
- **All expenses not submitted and approved in advance by the validation committee at the beginning of each cycle (including expenses incurred before this committee).**

#### 6.7.7 Eligible expenses

The list below shows examples of eligible projects as part of the MACH Atlantic initiative:

- ISO 14001 certification.
- Implementation of an ERP (Enterprise Resource Plan).
- Definition and implementation of a policy of corporate social responsibility.
- Definition and implementation of an integrated risk management process.
- Definition and implementation of a remuneration policy and employee evaluation.
- Definition of a succession plan for key positions (training, coaching, etc.).
- Definition and implementation of management dashboards.
- Implementation of management tools and production planning.
- Improvements to the system for managing costs.
- Definition and implementation of a program to promote innovation.

#### 6.7.8 Sponsor Support

Here are some examples of support provided by sponsors to help implement improvement projects with the suppliers they are sponsoring:

- Conducting internal pre-certification audits.
- Participation of sponsor in strategic planning.
- Loan of experts for various projects (HR, Production, CSR, etc.).
- Benchmarking best practices based on sponsor practices.
- Training provided by the sponsor.
- Permission for use of software developed by the sponsor, and support in implementation.

## 7 Subsidy procedure

ACADA will manage invoices between the supplier and any required vendors hired to support improvement plans or training services.

The vendor will invoice ACADA directly, then ACADA will invoice the supplier for the remaining portion the supplier is to cover.

## 8 The MACH Atlantic Procedure

The MACH Atlantic process consists of seven steps that are executed over a 12-to-14-month cycle.



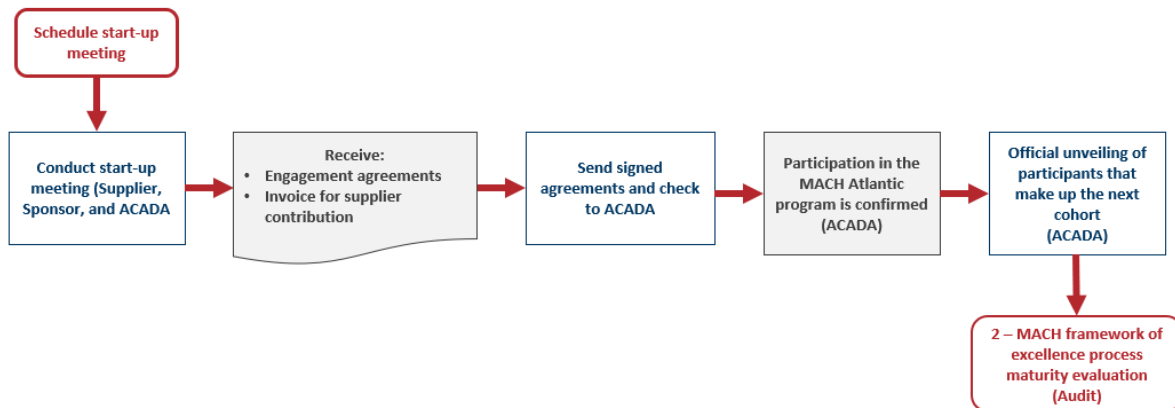


## 8.1 Formal Engagement

The first step in the MACH Atlantic procedure is to identify and gain agreement of the in-kind sponsorship of one of the participants customers.

This step aims to ensure that the supplier and the sponsor involved together in the MACH initiative fully understand the steps, their roles, and their responsibilities.

### 8.1.1 Formal engagement flow diagram



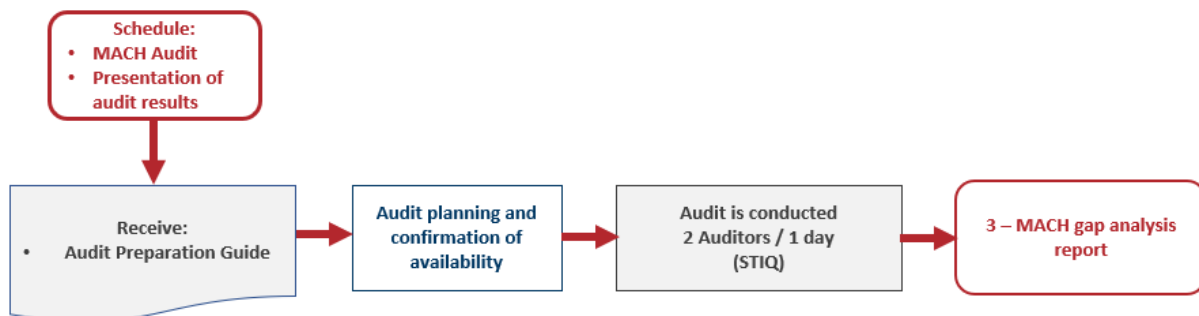
After being accepted to participate in a cohort, supplier and sponsor must sign formal commitment agreements to the MACH initiative. These agreements explain in detail your responsibilities to ACADA as part of the MACH initiative.

## 8.2 MACH Audit

The second step of the MACH Atlantic process is to perform the MACH Excellence Audit. The MACH audit will be conducted by Sous-traitance industrielle Québec (STIQ).

STIQ is a multi-industry association of Quebec-based manufacturers whose mission is to improve the competitiveness of manufacturing supply chains to promote the development of our economy.

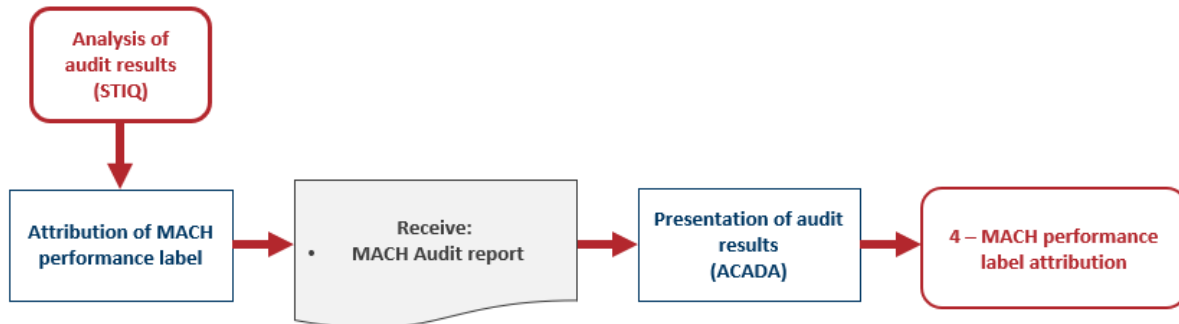
### 8.2.1 MACH Audit flow diagram



### 8.3 MACH Gap Analysis report

Following the audit, STIQ will prepare a report with recommendations which will specify the MACH performance label that you have received. All documents will be sent via email so that you can read them before the formal presentation of results.

#### 8.3.1 MACH Atlantic gap analysis report flow diagram



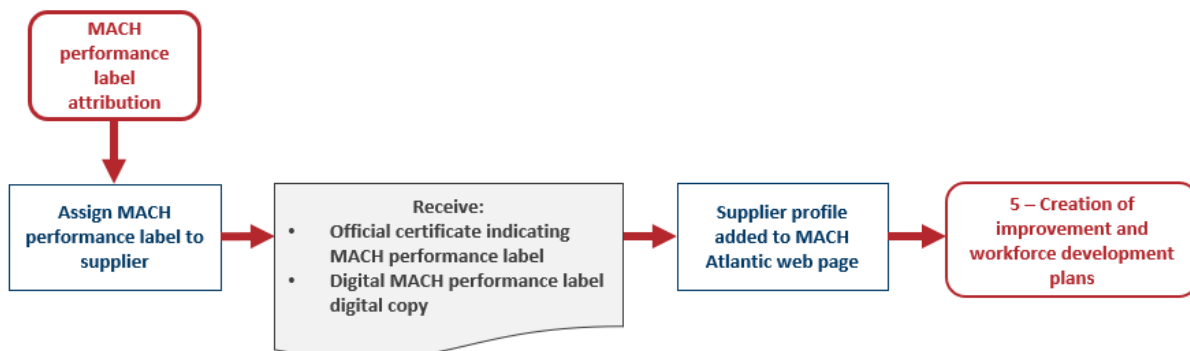
### 8.4 MACH Performance Label Attribution

Once the audit report is provided to the supplier, the MACH performance label will be assigned to the supplier.

The supplier will receive their certificate indicating the MACH performance label they have achieved and will receive a digital copy of the performance label for any marketing they wish.

ACADA will add the supplier's profile to the MACH Atlantic webpage, with bio, contact information and MACH performance label.

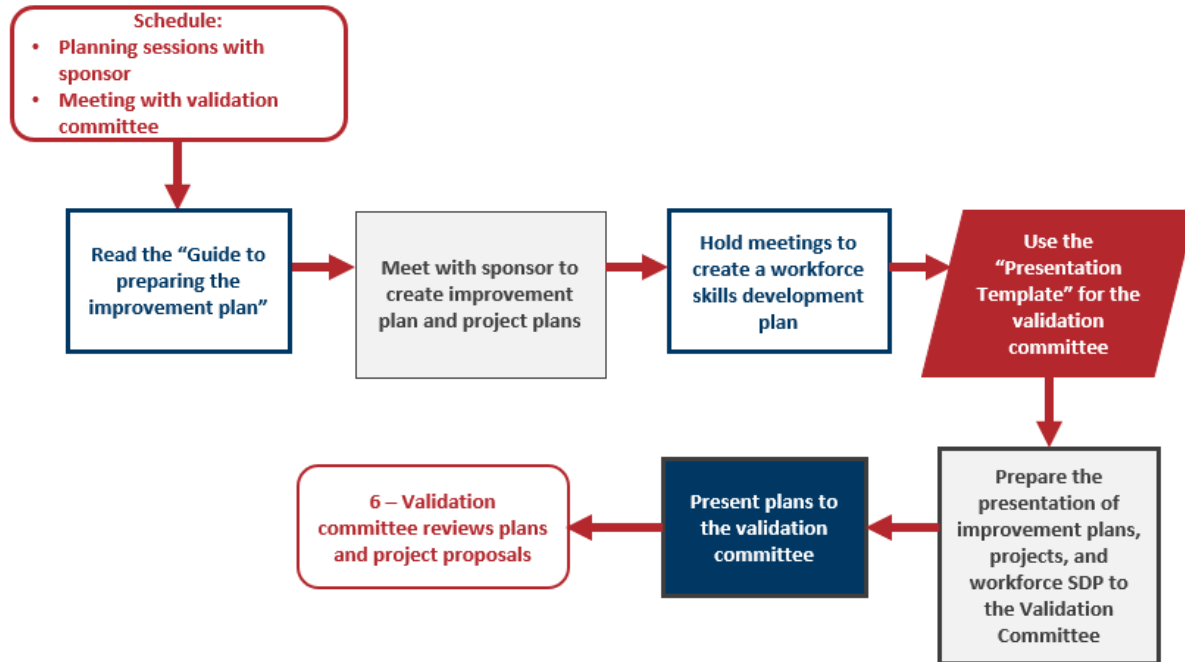
#### 8.4.1 MACH performance label attribution flow diagram



## 8.5 Creation of improvement and workforce development plan

In collaboration with its sponsor, the supplier will identify improvement projects and skills development opportunities that come with it. The MACH management team will help target the development needs of your workforce and align these with your improvement projects.

### 8.5.1 Improvement plan and SDP Development flow diagram

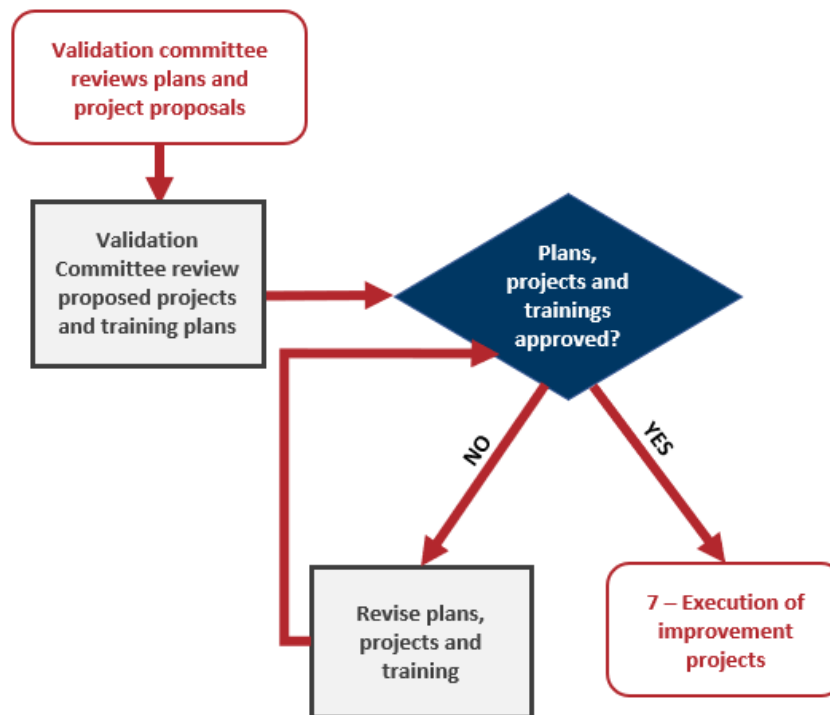


## 8.6 Validation committee plan and project review and approval

Once the plans are submitted by the supplier to the “Validation Committee” the proposal will reviewed to ensure type of projects to be implemented in the next cycle qualify for subsidies.

This committee is composed of the sponsor, a representative from all government funding partners and the Program Manager of the MACH Atlantic initiative with ACADA.

### 8.6.1 Validation Committee review flow diagram

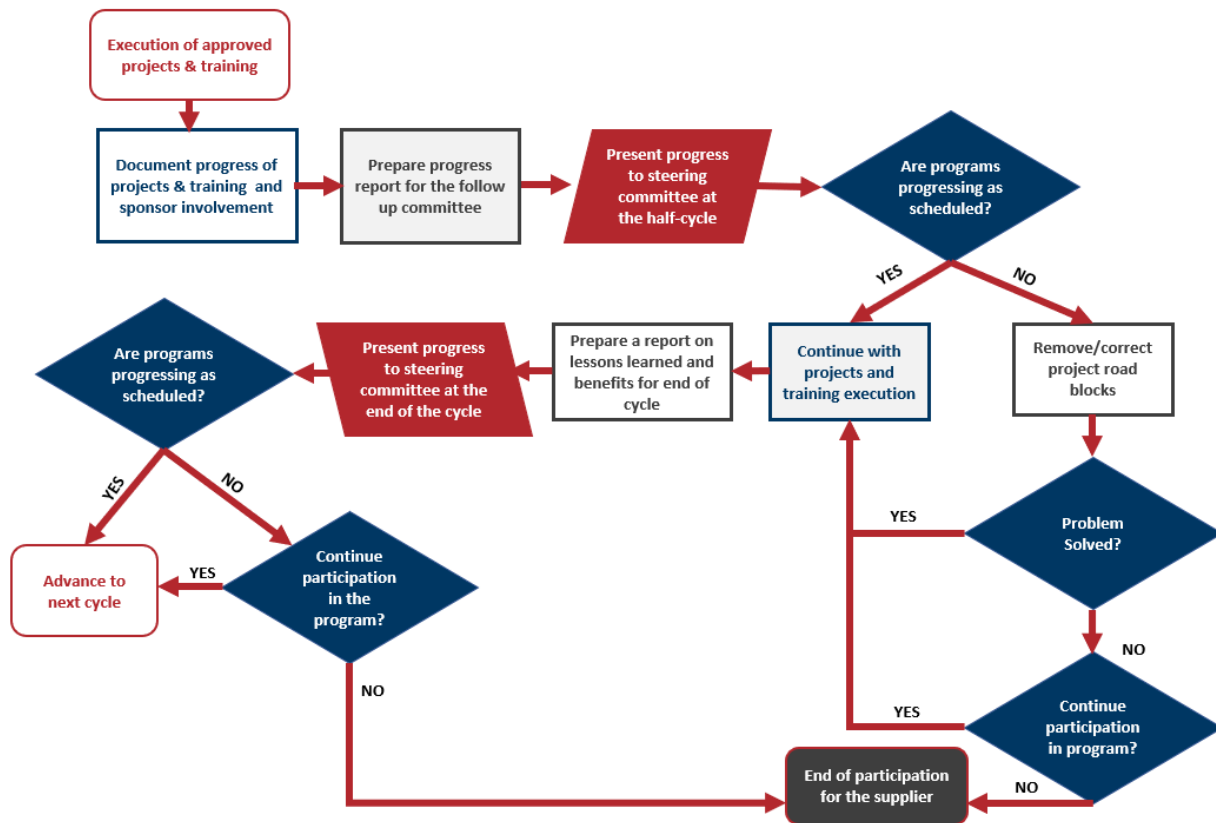


## 8.7 Execution of improvement projects

This step aims to carry out the projects that have been approved by the Validation Committee and based on bids that were subsequently approved by the funders.

After projects have been started, a mid-term review will be scheduled to ensure that all projects are progressing according to the allowed timeline. At the end of the cycle, there is a validation step to confirm that everything has been completed and that the supplier may begin the next cycle.

### 8.7.1 Project execution flow diagram



## 9 Program Considerations

### 9.1 How to select a sponsor

When you are selecting a sponsor ensure:

- You have an existing business relationship, and the sponsor should be a customer with whom there is an interest in developing a long-term commitment.
- You have a certain level of confidence in the sponsor and the sponsor should be present since the supplier needs to feel able to develop a trusting relationship.
- You should be confident that the sponsor has the ability to play a value-added role in the improvement plan, both in terms of planning and in implementation.

Some essential qualities of the sponsor:

- Openness and a willingness to share knowledge.
- Honesty and integrity.
- An interest in helping the supplier expand or develop.
- A willingness and ability to give critical feedback on the actions of the supplier.

### 9.2 Roles and responsibilities of the Supplier

The supplier must commit to the MACH Atlantic initiative for the full term of the current improvement cycle, (12-14 months). In addition, the supplier must commit:

- To invest the time and all necessary human and monetary resources to achieve improvement projects to enhance its overall performance, and its MACH performance label consistent with the MACH Excellence Framework.
- To invest its share of the monetary package for the implementation of improvement projects (within the program's parameters).
- To identify its sponsor and take the necessary steps to convince it to get involved in the initiative by presenting its roles and obligations under the MACH initiative and making sure it accepts them.
- To work with openness, transparency, and good faith, and to cooperate fully with all stakeholders involved in the MACH initiative, among others:
  - with the STIQ to complete the audit process efficiently and expeditiously.
  - with its sponsor to define and implement an improvement plan related to the improvement opportunities identified by the MACH Excellence Framework audit.
  - with MACH Initiative management team and external services suppliers to define and implement a plan for developing the skills of the workforce (SDP), in line with the improvement plan related to opportunities identified by the MACH Excellence Framework audit.

- with ACADA to implement improvement projects and the SDP related to opportunities identified by the MACH Excellence Framework audit and during the initiative's continuous improvement process about methodologies and tools.
  - with the financial partners of the initiative to promptly provide the information required in the conduct of their activities, such as project approval, training and coaching or other activities related to their obligations, namely, to provide by December 31 of each year information concerning job creation and the total number of jobs within the company.
- To act as an ambassador for the MACH initiative and to promote it, within reason. By doing so, to encourage other companies in the industry to join the MACH initiative as sponsor or supplier.
- To fully adhere to the principles of the MACH initiative, namely:
  - to work together to transform the business culture within the Atlantic Canada A&D supply chain and work with openness and transparency, among others, by sharing information (subject, however, to the completion of all formalities in this regard) as well as through collaborative work to enhance competitiveness within the Atlantic Canada supply chain.
  - to facilitate the establishment of an environment of trust and openness that encourages innovation, skills development and investments that will enable the Atlantic Canada aerospace and defence industry to become a *leader* in the development of competitive value chains.
  - to ensure that all activities and business relationships carried out as part of the MACH initiative are conducted with the highest degree of integrity and in compliance with any applicable confidentiality agreement.
  - to work, as far as possible, with all stakeholders of the MACH initiative to accelerate the pace of change and improvement projects of the supplier.
- To accept the public nature of its MACH performance label which will be measured and published annually.
- To accept that compliance to the principles of the MACH initiative be evaluated each year (surveys, interviews, audits, etc.).

### 9.3 Roles and responsibilities of the Sponsor

A sponsor must commit to support its supplier in the MACH initiative for the duration of the supplier's participation in the initiative, or according to its ability. Moreover, it must commit:

- To invest mentoring hours for the benefit of its supplier to help implement improvement projects (according to the program parameters);
- To work with openness, transparency, and good faith, and to cooperate fully with all stakeholders involved in the MACH initiative, among others:
  - with its supplier to define and support it in implementing an improvement plan directly related to the opportunities identified by the MACH Excellence Framework audit;
  - with ACADA for the continuous improvement of methodologies and tools of the initiative;
- To act as an ambassador of the MACH initiative and actively participate in promoting it, among others, by participating in events organized by ACADA and encouraging other companies in the industry to join the MACH initiative as a sponsor or supplier.
- To fully adhere to the principles of the MACH initiative, namely:
  - to work together to transform the business culture within the Atlantic Canada aerospace and defence supply chain and work with openness and transparency, among others, by sharing information (subject, however, to the completion of all formalities in this regard) as well as through collaborative work to enhance competitiveness within the Atlantic Canada supply chain.
  - to facilitate the establishment of an environment of trust and openness that encourages innovation, skills development and investments that will enable the Atlantic Canada aerospace and defence industry to become a *leader* in the development of competitive value chains.
  - to ensure that all activities and business relationships carried out as part of the MACH initiative are conducted with the highest degree of integrity and in compliance with any applicable confidentiality agreement.
  - to work, as far as possible, with all stakeholders of the MACH initiative to accelerate the pace of change and improvement projects of the supplier.
- To accept the public nature of its MACH initiative involvement as sponsor;
- To accept that compliance to the principles of the MACH initiative be evaluated each year (surveys, interviews, audits, etc.).



## 10 MACH Atlantic Partners

The MACH initiative can count on the support of financial partners who are fully committed to our strategic objectives as well as on value-added partners to facilitate a smooth and efficient approach. The following section specifies their involvement and the steps in which they are involved.

### 10.1 MACH Atlantic Excellence Framework Audits

#### 10.1.1 STIQ

The MACH Excellence Framework is the management system awards a performance label and helps suppliers choose specific actions to improve and better position themselves in the supply chain.



STIQ is a multi-industry association of Quebec-based manufacturers whose mission is to improve the competitiveness of manufacturing supply chains to promote the development of our economy.

STIQ worked from the very beginning with industry representatives to develop a comprehensive and viable company audit.

STIQ responsibilities include:

- Conduct the MACH Framework of Excellence audit at suppliers.
- Produce the audit report including recommendations for improvements.
- Participate in the Validation Committee.

### 10.2 Program Funding Contributions

#### 10.2.1 Invest Nova Scotia

Invest Nova Scotia supports innovative, collaborative projects that will improve Nova Scotia's competitiveness. Invest Nova Scotia helps sectors and communities become more competitive by funding projects that have a broad impact on a sector or geographic region in the province.



Invest Nova Scotia believes in the MACH initiative because it represents a concrete and adapted solution for tackling the current challenges facing continuous education in Nova Scotia and the rest of Atlantic Canada.

- Invest Nova Scotia will contribute program funding over five years for the implementation of workforce skills development programs for suppliers.

## 11 Appendix A: Processes and Themes

### 11.1 Lever 1 Leadership & Governance

	#	Processes	Themes
<b>Lever I Leadership</b>	1.1	Strategic Planning & Positioning	<ul style="list-style-type: none"> <li>- Values, Vision, and Mission</li> <li>- Strategic planning process</li> <li>- Results</li> </ul>
	1.2	Performance & Management systems	<ul style="list-style-type: none"> <li>- Governance and organizational structure</li> <li>- Stability and financial management</li> <li>- Business continuity/contingency</li> <li>- Improvements and performance metrics</li> </ul>
	1.3	Project & Risk Management systems	<ul style="list-style-type: none"> <li>- Project criteria and selections</li> <li>- Project Management process</li> <li>- Risk identification and assessment</li> <li>- Risk management and mitigation</li> <li>- Performance evaluation</li> </ul>
	1.4	Innovation	<ul style="list-style-type: none"> <li>- Philosophy and strategic alignment</li> <li>- The innovation process</li> <li>- Customer focus and market prospecting</li> <li>- Employee empowerment</li> <li>- Technology planning and commitment</li> </ul>
	1.5	Corporate Social Responsibility	<ul style="list-style-type: none"> <li>- Social responsibility</li> <li>- Health, safety and working environment</li> <li>- Compliance with environmental standards</li> <li>- Sustainable Development</li> </ul>
	1.6	Digital Technologies Governance & Management	<ul style="list-style-type: none"> <li>- Digital vision &amp; strategy</li> <li>- Digital Architecture</li> <li>- Systems &amp; Data Security</li> <li>- Digital Technologies Evaluations</li> </ul>

### 11.2 Lever 2 Workforce Development

	#	Processes	Themes
<b>Lever II Workforce Development</b>	2.1	Workforce planning	<ul style="list-style-type: none"> <li>- Planning Process</li> <li>- Diagnosis of the workforce</li> <li>- Succession Planning</li> </ul>
	2.2	Hiring, Workforce Mobilization & Retention	<ul style="list-style-type: none"> <li>- Recruitment policy</li> <li>- Requirement process</li> <li>- Recruitment tools and practices</li> <li>- Philosophy and practices to mobilize the workforce</li> <li>- Workforce retention practices</li> </ul>
	2.3	Workforce Training	<ul style="list-style-type: none"> <li>- Training commitment and policy</li> <li>- Support for the development of individual skills of employees</li> <li>- Training Programs</li> <li>- Evaluation of effectiveness and impact of training</li> </ul>
	2.4	Individual Performance Evaluation	<ul style="list-style-type: none"> <li>- Performance evaluation policies and process</li> <li>- Criteria for performance evaluation</li> <li>- Evaluation follow-up</li> <li>- Remuneration and compensation policy</li> </ul>

### 11.3 Lever 3 Operations

	#	Processes	Themes
<b>Lever III Operations</b>	3.1	Supply Chain Management	<ul style="list-style-type: none"> <li>- Procurement Policy</li> <li>- Procedures for selection of suppliers</li> <li>- Purchasing procedures</li> <li>- Logistics planning</li> <li>- Performance assessment and supplier management</li> </ul>
	3.2	Customer relationship Management	<ul style="list-style-type: none"> <li>- Business Development</li> <li>- Customer relationship procedures and management</li> <li>- Requirement communication</li> <li>- Communications and performance metrics</li> <li>- Customer satisfaction metrics</li> <li>- After-sales service</li> </ul>
	3.3	Manufacturing Control & Management	<ul style="list-style-type: none"> <li>- Manufacturing management</li> <li>- Maintenance</li> <li>- Performance metrics</li> <li>- Planning Tools</li> <li>- Communication tools</li> <li>- Facility layout</li> <li>- Procedures</li> </ul>
	3.4	Continual Improvement	<ul style="list-style-type: none"> <li>- Improvement philosophy and culture</li> <li>- Communications</li> <li>- Work Environment</li> <li>- Visual management system</li> <li>- Analysis and reduction of waste</li> <li>- Sustaining best practices</li> </ul>
	3.5	Engineering, methods & new product /program introduction	<ul style="list-style-type: none"> <li>- Product Development</li> <li>- Capabilities and equipment</li> <li>- Work methodology and planning</li> <li>- Management of projects/programs</li> </ul>
	3.6	Quality Management	<ul style="list-style-type: none"> <li>- Quality Policies and management system</li> <li>- Verification procedure</li> <li>- Inspections and collaborations</li> <li>- Quality Plan</li> <li>- Management of non-compliance products</li> <li>- Corrective Action/Preventative Actions process</li> </ul>

## 12 Versioning History

Version	Date	Author	Change Status
1.0	2022-04-29	Brendan Dunphy	Document creation