



COMMITTEES GUIDE

Aerospace Federation

PEOPLE
PLANES
SPACE
A STRONGER
TOMORROW

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Audience. Members, candidates, committee chairs, secretaries, specialist contributors and independent election or oversight functions.

Reading route. Read the source and authority boundary first; use the numbered sections for the working process; then use the annexes for calculations, checklists, model wording and source-to-record mapping.

Source transparency. Constitutional rules and compatible corporate controls are identified by their AF codes and clauses. Practical methods and synthetic examples are explanatory. A missing fee, local rule, appointment, signature or effective date is not supplied as a presumed fact.

Release record. Enter the actual approving authority, resolution or delegated decision, effective date, distribution and implementation conditions in the controlled release record before operational reliance.

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Numbered sections explain the working process; annexes contain practical tools and source references.

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1. Purpose, scope and authority

1.1 A guide for the whole Federation

This guide explains how Aerospace Federation (AF) establishes, elects, supports and reviews its committees and how a committee turns sector needs into useful, accountable work. It serves members, candidates, chairs, secretaries, specialist contributors, independent election administrators and corporate officers. The scope includes aviation, space, all defense-industrial domains, advanced and heavy industry, defense- and space-purpose mobility, and the Federation's education, research, events, investment-collaboration and public-benefit activities.

A committee is a working institution, not merely a title. Its existence is supported by an approved charter, valid officeholding records, competent participants, a feasible work program, resources and retrievable decisions. The initial technical portfolio is reproduced in Annex A as a subject map; it is not a statement that every committee has already been constituted.

1.2 Source hierarchy and commencement

The controlling internal source is AF-CON-001, First Edition, Revision 00, especially Articles 3, 8, 14-17 and 22-24. Its powers operate only after lawful commencement under Article 31 and remain subject to the controlling formation instrument and mandatory requirements. This guide does not evidence that commencement, an election, an appointment or a program launch has occurred.

AF-GV-002, AF-PR-002, AF-PR-006 and related forms supply operating processes. The Constitution's Annex E expressly identifies older committee wording that requires controlled alignment. In particular, appointed permanent voting positions and the earlier half-participation technical-ballot default must not be presented as the constitutional model. Section 18 records these differences openly rather than silently rewriting the earlier files.

1.3 Reading convention

Constitution rule identifies an obligation or permission already stated in AF-CON-001. **Operating method** explains a practical way to implement that source and the compatible corporate procedures. **Illustrative example** is synthetic and does not record an actual AF event. **Charter parameter** identifies a detail that the sources leave for an authorized charter or election notice; it is not an invented constitutional rule.

A guide may explain the process, but cannot create a voting exclusion, change a term, lower a ballot threshold, grant signature authority or override an independent finding. Where a source does not settle a material point, record it and obtain the competent decision before use.

Source basis: AF-CON-001, clauses 3.1-3.7, 16.8, 28.7-28.8 and Annex E; AF-GV-002.

2. Bodies, roles and reserved powers

2.1 Identify the body before assigning authority

The Presidential Council is AF's corporate Board of Directors; it is not a technical committee. The President leads AF and chairs that Council. The General Assembly is the member-participation forum. The Secretariat administers and supports the organs within recorded authority. Permanent technical, sector, regional and oversight committee members and chairs are directly elected under Article 15.

Functional names such as Global Councils, Technical Board, Standards Board, Accreditation Council, Conformity Assessment Council, Safety & Airworthiness Council and Scientific & Research Council do not establish additional corporate boards. Their charters must identify whether they function as elected committees, coordinating forums or bounded expert groups.

Body or role	What it may do within its mandate	What the title does not confer
Presidential Council	Approve corporate strategy, budgets, charters and publication release; exercise reserved constitutional powers.	Permission to dictate a technical, electoral or case outcome for personal or commercial reasons.
Elected committee	Deliberate within its charter, propose work, make assigned technical decisions and submit recommendations.	A corporate Board seat, unrestricted contracting power or authority to remove directors.
Committee chair	Facilitate fair work, apply the approved meeting rules and represent the committee's recorded position.	A personal veto, an invented casting vote or power to change another person's vote.
Secretariat	Maintain the charter, roster, timetable, evidence, minutes and implementation trail.	Power to appoint permanent elected offices or certify a missing ballot.
Working group	Prepare defined technical or service outputs under committee supervision.	Independent publication of a Federation standard or a permanent elected office.
Case panel or jury	Make the particular independent determination authorized by its program or case rules.	General governance authority or a committee seat acquired merely through appointment.

2.2 Roles that may coexist and roles that must be separated

A person may support compatible administrative tasks when competence, workload and access are adequate. A candidate or affiliated person must not administer or determine their own contest. A materially conflicted participant must not deliberate, influence or vote on the affected matter. Original evaluators, reviewers and decision-makers do not determine the appeal of their own case.

Oversight membership has additional exclusions: current Council directors, paid AF executives and materially conflicted persons cannot serve on the four Article 23 oversight committees. An administrative convenience or a lack of volunteers does not remove that restriction.

Source basis: AF-CON-001, Articles 8-9, 15-16 and 23; Annexes B and E.1.

3. Establishing a committee

3.1 Demonstrate the need

The proposing function should assemble a short initiation record: the sector problem, affected participants, expected public or member benefit, proposed deliverables, overlap with existing work, technical-access constraints, available expertise and required resources. Define whether the task genuinely needs a standing voting body or only a time-limited working group.

Consult relevant existing committees before creating overlapping mandates. A joint project may need one accountable lead committee and several contributing groups rather than multiple competing owners. The proposal should identify the decision that each body will make and the evidence handed over between them.

3.2 Prepare and authorize the charter

Use AF-FR-009 with the expanded charter worksheet in Annex B. Specify the name and identifier, constitutional type, remit, exclusions, parent relationship, electorate, seat allocations, competence criteria, interest categories, conflict controls, ordinary meeting rules, outputs, resources, reporting, records and closure arrangements. Obtain Council approval within the actual corporate authority.

For a permanent elected committee, the charter must be published at least 60 calendar days before nominations open. Candidate eligibility and seat allocations cannot be changed after seeing who has applied to obtain a preferred result. A material charter revision requires a transparent review of its effect on notice, candidacy, existing terms and elections.

3.3 Confirm readiness without inventing officeholders

Before operating as a constituted committee, verify its charter, elected roster or valid temporary arrangement, competence, balance, secretariat, budget, secure repository and initial work plan. Record the actual start date and any limitation. A planning entry or unsigned template is not evidence of activation.

A temporary development group may organize evidence and prepare proposals. Temporary arrangements for a new committee end within six months and cannot bypass permanent elections or the safeguards for final normative publication. The Constitution separately requires applicable initial elections within six months after its commencement; do not restart that clock by renaming a group.

Source basis: AF-CON-001, clauses 8.5-8.6, 15.2, 15.8, 16.1-16.8 and 31.6; AF-GV-002; AF-FR-009.

4. Composition, eligibility and balanced participation

4.1 Constitutional size and balance

An ordinary committee has five to eleven voting persons, including its chair. Each Article 23 oversight committee has three to five persons, including its directly elected chair. No corporate control group may hold more than one committee seat, and no interest category may hold more than half the seats. The chair counts toward both limits.

For a planned complement of S seats, the maximum number in one interest category is $\text{floor}(S/2)$. A seven-seat charter therefore permits at most three seats in any one interest category. This arithmetic does not resolve the classification of a particular person: affiliation, common employment, representation and the actual interest must be examined and recorded.

If vacancies, departures or conflicts create uncertainty over continuing balance, do not silently switch the denominator or waive the limit. Refer the facts to the independent election function and authorized charter owner, preserve elected rights and limit the affected work pending an appropriate solution.

4.2 Competence is specific to the task

Published candidate criteria should identify the knowledge, experience, stakeholder perspective, time commitment and independence needed for the actual work. Evidence may include relevant projects, professional practice, research, education, operating experience or public-interest contribution. The chair additionally needs the ability to manage fair deliberation, conflicts, technical disagreements and records.

The supplied Constitution does not establish a universal rule that only technically recognized or accredited members may become chairs. It expressly separates technical recognition from membership and automatic committee office. Do not import a blanket recognition prerequisite from another federation, an older proposal or a sales program. Any lawful charter criterion must be objective, prospective and consistent with the Constitution.

4.3 Screening record

Record the candidate's chosen contest, supporting member nomination, membership or representation basis, relevant competence, declared affiliations, interest category, previous terms and conflicts. Apply only the published criteria. Give a reasoned response to an ineligible candidate and a route to independent challenge before voting where practicable. Keep sensitive supporting evidence separate from the equal-format public candidate statement.

Source basis: AF-CON-001, clauses 4.7, 15.2-15.3, 15.7, 16.7 and 23.1.

5. Electorate, credentials and the electoral roll

5.1 Use the correct electorate

A sector committee's electorate comprises the relevant colleges identified in its charter. A cross-sector or oversight committee uses all eligible voting members. The six colleges are Industry and Operations; Assurance and Technical Services; Associations and Public Interest; Academia and Research; Public Institutions; and Professional members within the Individual category.

Membership category, electoral college, professional grade and technical recognition are separate fields. A member may contribute to several work programs but belongs to one primary college for voting. An associate, student, honorary or observer participant has no ordinary constitutional vote under the supplied text.

5.2 One valid credential, not one vote for every affiliation

Verify good standing, the authorized organizational representative and alternate, common control and any duplicate personal representation. Commonly controlled entities exercise one consolidated credential in the same ballot. A person voting as an organizational representative cannot also cast a personal vote in that ballot. The alternate acts only when the primary representative does not use the credential.

An organization may nominate different subject experts for work, but must not distribute copies of its voting credential. Credential administration should prevent duplicate use without storing a voter-to-choice link in the ordinary membership system. The independent ballot administrator retains the audit evidence needed to demonstrate eligibility and secrecy.

5.3 Freeze and challenge the roll

Publish the record date, correction route, independent challenge mechanism and voting arrangements. Roll eligibility must be fixed no later than 14 days before voting opens, subject to correction of evidenced error or a binding decision. Record the eligible-credential denominator used in each contest and preserve the earlier roll when a lawful correction occurs.

The sources do not provide a universal ballot platform, a replacement-token method or a deadline for every pre-election correction. These are prospective election-notice parameters. An unresolved material eligibility issue should be referred for independent determination rather than resolved by informal leadership preference.

Source basis: AF-CON-001, Articles 4-6; clauses 15.1, 15.4 and 15.9.

6. Nominations, voting, counting and challenges

6.1 Nominations and equal information

Nominations remain open for at least 42 calendar days. A candidate may self-nominate with a supporting member nomination for either the chair contest or an ordinary seat in the same election. The Secretariat applies published criteria, verifies the supporting nomination and supplies equivalent presentation opportunities. It does not select favored permanent officeholders.

Present the same information fields for all candidates: the contest, relevant experience, declared affiliations, statement and permitted contact route. Neither membership fees nor sponsorship purchase preferred visibility. Candidate-eligibility challenges are addressed before voting where practicable; any unresolved issue and its handling must be recorded.

6.2 Conduct the ballot

Ballots are secret, independently administered and open for at least 14 days. The election notice identifies opening and closing date-times, time zone, electorate, available seats, voting instructions, count method, accessible alternatives, outage response and challenge route. Record issued credentials, valid participation and rejected or duplicate submissions without unnecessarily exposing choices.

For ordinary seats, a voter may select up to the number available. The highest totals fill the published allocations while observing balance and common-control restrictions. The chair is decided first, so its interest category and affiliation are taken into account before the remaining seats are allocated.

6.3 Determine the chair

A contested chair election requires more than half of valid votes cast for a chair candidate. With V valid candidate votes, the minimum is $\text{floor}(V/2) + 1$. If no candidate reaches it, the two leading candidates enter a seven-day runoff. An uncontested candidate requires a yes-or-no confirmation with more yes than no votes.

A tie affecting a runoff place or a final seat requires a runoff. A repeated tie may be resolved by a witnessed draw, recorded by the independent administrator. This is not permission for the chair, President or sponsor to choose a preferred candidate. Apply the charter's published ballot-validity rules; do not invent post-count treatment of blank or spoiled papers.

6.4 Verify turnout separately from the winning threshold

A result needs participation by at least twenty percent of eligible credentials. A ballot failing participation may be rerun with a ten-percent requirement unless a higher rule applies. A second turnout failure leaves the office vacant or temporarily covered within Article 15.8; the threshold cannot be reduced again informally.

Turnout and candidate majority answer different questions. For E eligible credentials, the initial participation minimum is $\text{ceil}(0.20 \times E)$, and the permitted rerun minimum is $\text{ceil}(0.10 \times E)$. A candidate's majority is calculated from the relevant valid chair votes, not from all eligible members. Annex D demonstrates both gates.

6.5 Certify, notify and handle a challenge

The certified result states the contest, charter version, roll basis, eligible denominator, participation, totals, invalid submissions under the published method, seat allocations, balance checks and unresolved challenges. Protect ballot secrecy and personal evidence. A result challenge may be filed within 15 days of notification and should normally be resolved within 30 days through the independent election function.

A case concerning the Election Committee itself uses disinterested external election specialists under Article 23. Do not silently reclassify this specialized election route as an ordinary 30-day corporate appeal. Where a submission raises both issues, record linked routes and obtain an independent procedural direction without using one clock to extinguish another protected right.

Source basis: AF-CON-001, clauses 15.3-15.6, 15.9-15.10 and 23.2.

7. Terms, vacancies and orderly transition

7.1 Term record

Committee and chair terms last three years and may be renewed once consecutively in the same office. Record the actual term start and end, office, prior consecutive service and election evidence. Do not turn an acting arrangement into a new elected term or treat a change in the committee's name as automatically resetting service.

The Constitution does not define every interaction between partial terms, office changes and consecutive-term counting. The election notice should identify any applicable authorized interpretation before nominations. If an interpretation would materially change eligibility, it must follow the proper formal route rather than be invented in a candidate-screening spreadsheet.

7.2 Vacancy handling

A vacancy with more than six months remaining requires a by-election. For a shorter chair vacancy, elected members may choose an acting chair until the next election without creating a new elected term. A vice chair may be selected from elected members for meeting continuity.

The exact six-month boundary is not expressly settled by the wording that distinguishes more than six months from a shorter chair vacancy. Seek a recorded competent interpretation or charter provision consistent with the Constitution before relying on that boundary. Do not represent this guide as having amended it.

7.3 Resignation, removal and reorganization

Obtain a written resignation or other authentic vacancy record; identify its effect on quorum, balance, active work and access. Removal from an elected committee requires substantiated loss of eligibility or serious misconduct, notice, a meaningful hearing and independent appeal. Good-faith disagreement with leadership or a technical conclusion is not a replacement mechanism.

A merger, reorganization or closure must preserve valid elected rights and live investigations. The transition record assigns outputs, records, contractual responsibilities and public communications. Contributors' access should end or change with their actual role, while the Federation retains lawful custody of its work.

Source basis: AF-CON-001, clauses 15.7-15.8, 16.3, 23.4 and 31.4-31.6.

8. Meetings, decisions and minutes

8.1 Prepare the meeting

Circulate an agenda identifying whether each item is for information, discussion, recommendation, an ordinary committee decision or a final normative ballot. Include current document versions, proposed resolutions, evidence, declared interests and the applicable decision rule. State the date-time and time zone and provide accessible participation and controlled access to papers.

The Constitution gives specific notice rules for Council meetings; those are not automatically committee meeting rules. Committee notice periods, ordinary decision thresholds, remote-meeting arrangements and minute-approval methods are charter parameters. Where an essential parameter is absent, have it validly determined before a binding committee vote.

8.2 Check quorum for each affected matter

Ordinary committee quorum is a majority of eligible non-recused voting members, with at least three persons. If N is that eligible membership, $Q = \max(3, \text{floor}(N/2) + 1)$. Guests, observers, staff and working-group contributors do not count unless they separately hold an eligible elected voting office.

Record recusals and any loss of connectivity or departure affecting participation. Where fewer than three eligible persons can participate, no ordinary committee decision is manufactured. A final normative ballot uses Article 17.5 instead of the ordinary meeting rule. Never import the Council's appointment or amendment calculation into a committee ballot.

8.3 Manage discussion and the decision

The chair should give relevant participants a fair opportunity, distinguish evidence from preference, stop improper commercial exchanges and record sustained objections. A resolution must stay within the charter and budget. A failed vote is recorded as not adopted; a discussion or silence is not an approval.

The Constitution establishes ordinary committee quorum but does not itself prescribe a universal affirmative threshold for every ordinary committee motion. Use the valid charter's rule. Do not assume a casting vote, proxy power or unanimous written-consent route merely because another body uses one.

8.4 Capture a usable record

Minutes identify the body, charter, date, meeting route, attendees and roles, eligible denominator, quorum, conflicts, exact resolutions, yes/no/abstention counts where relevant, reasons, dissent, evidence versions, owners, deadlines and next steps. A separate restricted annex may contain sensitive evidence. Corrections preserve the previous version and state the reason; they do not reconstruct a vote that never occurred.

Source basis: AF-CON-001, clauses 16.4, 22.1-22.2, 26.2-26.7 and 28.8; AF-PR-002; AF-FR-002.

9. Work programs and collaboration across the lifecycle

9.1 Turn a need into a deliverable

Each committee proposes an annual work program identifying beneficiaries, problems, intended outputs, accountable leads, milestones, dependencies, resources and useful outcome measures. Review progress quarterly. A deliverable might be a technical report, course input, event session, supplier-development study, research proposal, standard or public-benefit initiative; it is not automatically a conformity-assessment requirement.

For each project, define the delivery owner and the separate person or body that accepts its output. Establish what evidence proves completion. A published report, participant feedback and a verified improvement are different outputs and should not be counted as the same achieved impact.

9.2 Coordinate rather than duplicate

Use joint groups where the subject spans design and manufacture, ground and flight operations, space and surface mobility, digital systems and human oversight, or research and industrial deployment. Identify one controlled project dossier, a lead committee and the contributing scopes. Record disagreements and their resolution route.

A cross-sector group must not issue contradictory requirements through different committees. Check terminology, scope, overlapping criteria, data rights and responsible maintenance before the output is submitted for approval. Annex A maps the initial technical subjects and adjacent collaboration areas without creating new offices.

9.3 Review resources and public benefit

The Council approves resources and material commitments. A committee recommendation is not permission to sign a contract, commission an unbudgeted test or solicit a restricted donation. Record workload and access limits honestly. A delayed or unsuitable project may be rescaled, transferred or closed with reasons rather than kept nominally active.

Source basis: AF-CON-001, clauses 9.1-9.6, 16.6-16.8, 19.1-19.2 and 19.38-19.40; AF-GV-003; AF-FR-004.

10. Developing and maintaining technical publications

10.1 Select the correct publication route

Any member or relevant external stakeholder may propose a work item. Define need, scope, users, evidence, existing work, risks and resources using AF-FR-010. Distinguish a substantive normative instrument from a research report, learning resource, market study, event program or non-normative guide. A title cannot be used to evade the process applicable to new conformity requirements.

Drafting should connect each requirement to its purpose, applicability, accountable action, evidence and decision method. Record alternatives and interdisciplinary review. Preserve calculation inputs, units, assumptions, test limitations, unsuccessful trials and material objections. A vote does not repair missing essential safety evidence.

10.2 Consult and dispose of comments

A substantive proposed standard receives at least 60 calendar days of public consultation before final technical approval. Publish the scope, accessible text, deadline and submission route. AF-FR-011 captures each material comment, location, suggested change, disposition, reasons and responsible reviewer. Comment rejection must be reasoned, not silently omitted.

Substantive new requirements introduced after consultation need further review or consultation proportionate to their effect. The committee seeks consensus by addressing sustained objections; consensus does not mean every person must agree. The approval dossier includes remaining objections and the responses.

10.3 Apply both final-ballot gates

At least two thirds of eligible voting committee members must cast a substantive yes-or-no vote. At least two thirds of those substantive votes must be affirmative, with fractions rounded upward. Abstentions are recorded but satisfy neither the yes/no participation gate nor the affirmative count.

For N eligible members, Y yes votes and Z no votes: $P = Y + Z$; participation requires $P \geq \text{ceil}(2N/3)$; approval requires $Y \geq \text{ceil}(2P/3)$. The eligible roll and conflict basis must be recorded before the ballot. Scope, competence, due process and technical adequacy are additional conditions; a numerical pass alone does not authorize publication.

10.4 Release and maintenance

The Presidential Council authorizes publication of the committee-approved text after reviewing legality, process integrity, rights and resources. A return must give reasons. Material technical changes return to the competent committee; neither the Standards Board title nor a commercial deadline permits substitution of executive preference.

Standards are reviewed at least every three years or sooner when evidence warrants. An interpretation explains an existing rule; a substantive change follows formal revision. An interim technical advisory may use at least 30 days' consultation with justification, expiry and explicit non-final status. Conversion to a standard completes the normal process within twelve months; otherwise the instrument is withdrawn or maintained only as clearly non-normative guidance. Immediate factual safety alerts create no new conformity requirement by that route.

The final AF 9100:2026 files are not amended by this guide. A later authorized project uses the standard's own maintenance provisions and the applicable constitutional process; no historic consultation or approval record is retroactively invented.

Source basis: AF-CON-001, Article 17 and Annex E.2; AF-PR-006; AF-FR-010 to AF-FR-012.

11. Independent oversight and case work

11.1 Four oversight functions

The Ethics and Impartiality Committee, Finance and Audit Committee, Election Committee and Appeals Committee each have three to five persons including a chair directly elected by members. Their published criteria address competence and independence. Current Council directors, paid AF executives and materially conflicted persons do not serve.

Oversight receives appropriate records access, independent advice and a protected Council-approved budget. Changes for genuine financial reasons must not suppress a live investigation. Findings and recommendations remain unaltered; the Council records its response, responsible owner and corrective action.

11.2 Separate standing oversight from a case panel

An ordinary appeal panel consists of three independent persons selected through the Appeals Committee's competence-based roster and recorded allocation procedure. Original evaluators, reviewers, decision-makers and implicated persons are excluded. A conflicted official takes no part in panel selection. Use external specialists when independent competence is insufficient internally.

A case panel may examine, affirm, set aside, correct within its competence or remit a matter under its governing rules. It does not acquire power to appoint directors, amend the Constitution or reverse an arbitral award. Case voting and evidential methods follow the applicable rules; this guide does not invent a universal case-panel majority rule.

11.3 Interim oversight

Before initial elections, temporary independent arrangements must be disclosed, competent and conflict-cleared and end within the constitutional six-month transition, unless a mandatory rule requires another route. An

interim appointment must not be perpetuated by repeated relabeling. Restrict the affected work if an adequate independent arrangement is not available.

Source basis: AF-CON-001, Articles 23-24 and clause 31.6.

12. Integrity, confidentiality and responsible technical access

12.1 Interests and recusal

Obtain AF-FR-003 declarations on assignment, at least annually and when circumstances change. Disclose material financial, employment, professional, personal and affiliation interests. A reviewer independent of the affected issue determines controls and records the rationale. Recusal covers access, influence and deliberation as well as the vote.

Do not publish an entire personal declaration merely to demonstrate transparency. A public summary may state the relevant affiliation and managed conflict while the underlying evidence remains protected. Gifts, hospitality, sponsorship and donations are handled under the compatible corporate policies, not as informal privileges of office.

12.2 Protect open participation and controlled work

An ordinary committee meeting is not automatically a restricted-technology activity, but membership alone gives no access to controlled material. Before disclosure, identify the material, parties, destination, intended use, permissions, secure repository and publication limits through AF-PR-004. Limit only the affected work and record the basis.

The chair must stop improper exchanges of prices, bids, market allocation, wages or other prohibited coordination under AF's conduct rules. Technical material and confidential evidence must not be uploaded to unapproved external tools or AI services. Automated assistance can support drafting; an accountable human remains responsible for the accuracy, rights and actual decision.

12.3 Respectful and accessible participation

Use understandable papers, appropriate accessibility arrangements and fair speaking opportunities. Address harassment, discrimination or retaliation through the independent route. Public-interest participants and smaller organizations should not be excluded merely because they lack resources to attend in person. Where a technical task genuinely requires competence, document the specific requirement rather than making it a general barrier to all engagement.

Source basis: AF-CON-001, Articles 22 and 26-27; AF-PL-003 to AF-PL-006; AF-PL-008; AF-PR-004.

13. Contributions, publications and external representation

13.1 Establish rights before using a contribution

Record who supplied a text, image, dataset, software component, calculation or method and the rights AF receives. Distinguish background intellectual property from work developed for the project. A contributor cannot grant rights they do not hold. Known potentially essential patent issues follow the publication policy; an unresolved essential right requires an alternative, redesign or deferral.

13.2 Clear the public output

Before release, reconcile the approved version, authorship, claims, limitations, confidentiality, permissions and translation. A report may identify the committee's conclusion without attributing agreement to every employer or public institution represented. State unresolved material differences accurately. The committee's draft is not an official publication merely because it has an AF logo.

13.3 Representation requires a mandate

The President or another authorized delegate may present an approved position. A committee chair may speak for the committee within a recorded mandate, but cannot bind AF to a partnership, grant exclusivity, authorize an assessment provider or issue a contractual commitment without the required authority. Record the position, audience, representative, limits and any required review before material departures.

Source basis: AF-CON-001, clauses 20.4-20.7 and Article 27; AF-PR-020; AF-FR-025; AF-FR-031.

14. Records, status and institutional memory

The secretary maintains the charter and version, election evidence, roster and terms, competence and affiliations, interests, meeting papers, minutes, decisions, work plan, contribution permissions, consultations, ballots, reports and handovers. Case material is held separately when its confidentiality or independence requires it. Use existing forms and controlled attachments rather than create disconnected unofficial archives.

Constitutional instruments, corporate resolutions and material adoption and succession evidence are retained permanently. Ordinary election audit records are normally retained for seven years, with personal information minimized. Other committee records follow AF-SC-001 and their actual purpose, scheme obligations and holds. Corporate resolutions must not be placed on a seven-year deletion path merely because an earlier general R02 entry refers to operational minutes.

A change of chair or Secretariat provider must include authenticated transfer of records, credentials, pending work and access permissions. Retain the history of closed or renamed committees. Archive recovery is not established by a backup icon: retrieval and restoration tests follow AF-PR-001 and AF-PR-015.

Source basis: AF-CON-001, Article 26 and Annex C; AF-SC-001; AF-RG-001; AF-GD-003.

15. Reporting, performance and resources

Review the annual work program quarterly and report progress, delays, participation, unmet needs, interdependencies and material risks. Describe delivered outputs separately from evidenced outcomes. A count of nominal committees, signed memoranda or published pages is not by itself proof of useful sector impact.

Recommended reporting fields include active projects, milestone status, consultation issues, competence gaps, resolved and outstanding conflicts, resource needs, actual expenditure within mandate and verified public-benefit contributions. Select targets through the approved plan; do not invent achieved performance or numerical quotas from this guide.

A committee may recommend spending but cannot approve its own unrecorded financial authority. Keep sponsorship separate from content and decisions. Oversight committees retain the protected access and resources provided by Article 23; a budget disagreement must not erase their independent findings.

Source basis: AF-CON-001, clauses 9.6, 16.6, 19.39, 23.4-23.6 and Article 25; AF-SC-003.

16. Complaints, procedural concerns and remedies

A participant may report procedural defects, conflicts, retaliation, access problems or misleading communications. Identify whether the matter is an election challenge, a corporate complaint, a decision appeal, a specialist scheme matter or a consensual commercial dispute. Preserve the original submission and route each part without losing its receipt date.

For corporate complaints, acknowledge within five calendar days, provide an initial substantive response within 30 days and normally determine within 60 days of receipt. Explain justified extensions and communicate progress at least every 30 days. Ordinary corporate appeals are submitted within 30 days of notification and normally determined within 60 days of receipt by a three-person independent panel. Election-result challenges use the distinct 15-day submission and normal 30-day determination route in Article 15.10.

An implicated person must not select reviewers or control the evidence. A complaint is not proof of misconduct and does not automatically remove an elected person. Interim protection requires its own valid basis, proportionality and prompt review. Do not promise a form of remedy outside the reviewing body's mandate.

Source basis: AF-CON-001, clauses 15.10, 16.3 and Articles 23-24; AF-PR-019; AF-FR-017.

17. Suspension, closure and handover

A review may recommend continuing, revising, merging, pausing or closing work. Document the reason, competent authority, consultation, effect on elected terms, ongoing cases, contracts, deliverables and resources. A restructuring is not a lawful shortcut to removing inconvenient elected people or suppressing an investigation.

The handover package identifies all current and superseded outputs, contribution rights, open actions, consultation obligations, case restrictions, archive locations and new custodians. Inform affected participants and withdraw obsolete public statements. Remove or amend system access promptly while preserving the evidence needed for ongoing review and institutional history.

Source basis: AF-CON-001, clauses 8.6, 16.3, 19.40, 21.6 and 26.7; AF-GV-002; AF-FR-004.

18. Guide integration and unresolved parameters

This guide is a new explanatory document, AF-GD-001. It does not silently replace AF-GV-002 or edit AF-CON-001. Register the guide and its actual approval through AF-ML-001 and AF-FR-001. Following lawful constitutional commencement, the Quality Manager and corporate secretary use Annex E of the Constitution to align the affected earlier documents.

Topic in the earlier QMS	Constitutional treatment used here	Required controlled action
Appointed permanent technical voting participants	Direct election of permanent committee members and chairs; appointed bounded experts remain possible.	Align AF-GV-002 and AF-FR-009; retain the earlier versions.
One-third organization voting default	One seat per corporate control group; no interest category above half; ordinary complement 5-11.	Align charter and roster validation to Article 15.2.
Half-participation technical-ballot default	Final normative yes/no participation and affirmative thresholds are each two thirds on their specified denominators.	Align AF-GV-002, AF-PR-006 and AF-FR-011.
Standards Board named as release authority	Elected committee technical approval and Council publication authorization under Article 17.6.	Record actual delegation and update the publication workflow.
Open-ended oversight or administrative arrangements	Elected oversight with protected independence and time-limited transition.	Record the true election plan, interim mandate and expiry.

Charters or notices still need prospective decisions on ordinary committee meeting notice and affirmative thresholds, detailed candidate competence evidence, ballot validity, secure platform operation, record dates, seat-allocation implementation and applicable term-boundary interpretations. The Constitution supplies governing limits, not every administrative parameter. An absent parameter is not permission to choose it after the result is known.

Source basis: AF-CON-001, Annex E.2; AF-GV-002 sections 3-4; AF-PR-006 step 6.

Annex A. Initial technical portfolio and work interfaces

Source-derived portfolio; not evidence of constituted offices. The identifiers and titles below preserve AF's initial subject map. The work interfaces are practical examples of how the subjects connect with the full service remit, not additional powers or claims of an operational program.

Source identifier	Retained subject	Illustrative work interfaces
AF/TC 01	Aerospace Quality	Organizational quality, production, mission assurance and supplier capability.
AF/TC 02	Aviation Safety	Operations, human factors, safety learning and educational material.
AF/TC 03	Airworthiness	Research, continuing support, design and production assurance; no assumed public licensing power.
AF/TC 04	Space Systems	Spacecraft, satellites, ground segments, mission operations and lifecycle support.
AF/TC 05	Defense Systems	Land, naval, air and space industrial systems, protection and support supply chains.
AF/TC 06	UAV/UAS	Uncrewed aviation, remote operations, integration and relevant stakeholder participation.
AF/TC 07	Advanced Air Mobility	New aircraft concepts, infrastructure, user needs and operational evidence.
AF/TC 08	Propulsion	Aircraft, launch, in-space and alternative-energy systems.
AF/TC 09	Avionics	Electronics, sensors, communications, software and integration.
AF/TC 10	Aerospace Materials	Metals, composites, coatings, manufacturing methods and evidence.
AF/TC 11	Testing & Qualification	Test methods, competence, measurement evidence and qualification boundaries.
AF/TC 12	EMC & Electromagnetic Environment	Electromagnetic conditions, integration and test coordination.
AF/TC 13	Cybersecurity	Air, space, ground and industrial digital trust; authorized safe technical work.
AF/TC 14	Artificial Intelligence	Data, validation, human accountability and responsible AI use.
AF/TC 15	Autonomous Systems	Air, land, maritime and space autonomy; operating limits and human oversight.
AF/TC 16	Manufacturing	Advanced and heavy industry, production, tooling, robotics and process control.
AF/TC 17	MRO	Maintenance, repair, overhaul, fleet sustainment and configuration continuity.
AF/TC 18	Supply Chain	All supplier tiers, traceability, logistics, small-enterprise development and resilience.
AF/TC 19	Sustainability	Lifecycle impacts, energy, circularity, responsible materials and evidenced claims.
AF/TC 20	Human Spaceflight	Human systems, habitats, safety, mission support and appropriate competence.

Further sector, regional, education, membership, event, research, investment-collaboration or public-benefit committees may be developed within Article 16. Their identifiers, charters, electorate and resources require actual approval. The four independent oversight committees remain distinct from this technical subject list.

Source basis: AF-GV-002 section 8; AF-CON-001, clauses 16.1 and 16.8.

Annex B. Charter and readiness worksheets

Usable operating attachment to AF-FR-009. Complete real entries in an authorized working copy. This worksheet does not appoint a chair or create an electorate by itself.

Charter field	Information to enter
Identity and type	Body ID; title; elected committee, coordination forum or time-limited working group; parent and source of authority.
Need and scope	Problem; beneficiaries; sectors; deliverables; exclusions; overlap and interdependencies.
Constitutional basis	Relevant Articles; actual commencement and authority records; applicable local or formation-instrument constraints.
Electorate	Relevant colleges or all voting members; eligibility basis; roll authority; affiliation-consolidation method.
Complement and balance	Number of seats including chair; allocations; interest categories; corporate-control-group review; oversight exclusions if applicable.
Candidate criteria	Competence evidence; stakeholder contribution; independence; required time; previous-term checks; rejection and challenge route.
Election administration	Independent administrator; published timetable; secret ballot; validity method; turnout; runoff; allocation; certification; challenges.
Ordinary decisions	Meeting notice; quorum; affirmative threshold; treatment of abstention; remote presence; minute approval; no invented proxies or casting votes.
Technical decisions	Article 17 route; substantive participation; affirmative count; evidence and objection handling; Council publication authorization.
Working arrangements	Chair and secretary duties; vice chair; working groups; access; contribution rights; approved tools.
Resources and reporting	Budget and spending limits; named support; annual plan; quarterly review; public-benefit measures.
Continuity and closure	Term record; vacancy route; interim expiry; handover; records custodian; access withdrawal; public notice.
Approval and publication	Actual approving body; exact version; resolution; publication date; nomination opening date; evidence that the 60-day interval is satisfied.

B.1 Readiness checklist

Check	Required evidence or action	Result / reference
Authority	Confirm lawful basis, actual charter approval and the body's constitutional type.	To complete
Election	Confirm notice, electorate, candidate review, count certification and any challenge status.	To complete
Composition	Verify complement, control groups, interest balance and required independence.	To complete
People	Record competence, interests, acceptance, secretary and bounded access.	To complete
Operating rules	Confirm ordinary decision parameters and the distinct normative-ballot process.	To complete
Resources	Approve work plan, budget, repository and support.	To complete
Records	Open roster, term, action, consultation and decision records with custody and retention.	To complete
Public description	State actual status; do not portray a temporary group as an elected standing body.	To complete

Annex C. Election timetable and control file

Illustrative buffered schedule, not a live notice. Day offsets below are elapsed calendar days from an example charter-publication date. The buffer is an operating choice, not an additional constitutional minimum. Actual notices must state real date-times and any justified extensions.

Example day	Milestone	Source rule / treatment
0	Publish the approved charter.	At least 60 days before nominations open.
60	Open nominations.	Keep open at least 42 days.
102	Close nominations; fix the electoral roll for the planned ballot.	The example then allows a 14-day review and preparation interval.
102-116	Complete candidate and roll review, provide accessible arrangements and test administration.	Eligibility fixed no later than 14 days before voting; evidenced-error correction remains possible.
116	Open the secret ballot.	Ballot open at least 14 days.
130	Close, count and check turnout; establish a chair result or open a necessary runoff.	Chair result precedes allocation of other seats.
130-137	Conduct a necessary seven-day runoff.	Only when triggered; ties and repeat ties follow Article 15.5.
Result notice + 15 days	Ordinary election-result challenge submission limit.	Count from the actual notification; not from the charter date.
Challenge receipt + 30 days	Normal election-challenge determination target.	Independent review; record reasons for any lawful adjustment.

C.1 Minimum election-control dossier

Preserve the charter and publication evidence; nomination notice; candidates and supporting nominations; competence and balance reviews; candidate challenges; roll and affiliation determinations; independent-administrator terms; access and platform checks; credential issue and replacement records; ballot opening and closing evidence; count method; turnout and results; runoff or witnessed-draw evidence; certification; notices; result challenges; term entries; and the handover to the committee secretary.

Keep voter eligibility evidence separate from secret choices. Publish sufficient count information for verification without exposing personal declarations or a vote-to-person link. A ballot outage requires the prospectively published remedy or independent direction with equal treatment; no time or outcome is backdated.

Annex D. Calculation examples and count record

Synthetic examples. These demonstrate the Constitution's specified calculations. They are not a substitute for the complete charter, lawful eligibility review or a competent technical decision.

Example	Inputs	Correct result
Initial election turnout	137 eligible credentials	$\text{ceil}(0.20 \times 137) = 28$ participating credentials required. 27 fails.
Permitted turnout rerun	Same 137 eligible credentials, after an initial participation failure	$\text{ceil}(0.10 \times 137) = 14$ required. A second failure does not justify another reduction.
Contested chair majority	41 valid votes for candidates; totals 20, 13 and 8	$\text{floor}(41/2) + 1 = 21$. No winner; the two leading candidates enter a runoff.
Uncontested confirmation	18 yes and 17 no, with turnout separately satisfied	More yes than no: confirmation passes. Equal yes and no would fail.
Ordinary committee quorum	9 serving voting members, 2 recused from the matter, 7 eligible	$\max(3, \text{floor}(7/2) + 1) = 4$. Approval still uses the charter's ordinary-motion rule.
Normative ballot fails participation	11 eligible members; 7 yes, 0 no, 4 abstentions	$\text{ceil}(22/3) = 8$ substantive participants required. Seven unanimous yes votes do not pass.
Normative ballot passes numerical gates	11 eligible; 6 yes, 2 no, 3 abstentions	8 substantive participants meet participation; $\text{ceil}(16/3) = 6$ yes votes required. Both numerical gates pass.
Normative ballot fails approval	11 eligible; 5 yes, 3 no, 3 abstentions	Participation passes, but 5 yes is below 6. No technical approval.
Interest-category ceiling	7 planned seats including chair	$\text{floor}(7/2) = 3$. Four people in one category exceed the limit.

D.1 Count certification record

Field	Entry to complete
Contest or technical ballot	Identifier, charter or project version, electorate and exact question.
Governing rule	Election, ordinary committee or final normative ballot; exact clause and any valid charter parameter.
Denominator	Eligible credentials or eligible voting members; roll version; conflicts and lawful corrections.
Participation	Issued and returned credentials where relevant; substantive yes/no count; abstentions; invalid submissions and reasons.
Result calculation	Minimum participation; minimum affirmative count; actual totals; separate gate results.
Balance and allocation	Chair result first; seat restrictions; affiliations; interest categories; unresolved issues.
Independent check	Checker, method, calculation record and discrepancy disposition.
Certification and notice	Actual sign-off, issue time, recipient record, challenge deadline and status.

Annex E. Working templates and a complete example

E.1 Meeting decision attachment to AF-FR-002

Field	Entry to complete
Meeting identity	Body, charter, date-time, platform or location, chair and secretary.
Attendance and eligibility	Voting members, observers, guests, affected recusals and eligible denominator.
Quorum and decision method	Quorum calculation; ordinary or normative route; applicable charter rule.
Controlled item	Document or project ID, version, evidence package and exact proposed resolution.
Discussion and interests	Material evidence, declared conflicts, dissent and disposition.
Recorded result	Yes, no, abstention, absent and recused counts as applicable; whether each required gate passed.
Actions	Named responsible role, resources, due date, acceptance evidence and reporting route.
Authentication	Approval of the actual record, circulation, corrections and controlled archive.

E.2 Annual work-plan attachment to AF-FR-009

Use one row per project: project identifier; sector need; beneficiaries; expected output; lead; contributing groups; evidence and permissions; planned milestones; budget authority; current status; actual completion evidence; unresolved risks; review date; and outcome measure. Keep a separate record of Council-approved resource commitments.

E.3 Synthetic standards project trail

A competent source group proposes a supplier-traceability guide. The responsible committee records whether the output is genuinely informative or will establish conformity requirements. If normative, the project uses AF-FR-010, a properly constituted elected committee and controlled drafting. Contribution rights and material evidence are checked before a 60-day public consultation. AF-FR-011 preserves comments and reasons.

After revision, an eleven-member eligible committee records six yes, two no and three abstentions. Eight substantive votes satisfy participation and six satisfy the affirmative threshold. The objections and technical evidence still require adequate treatment. The Council considers publication under Article 17.6; the secretary records its actual authorization separately from the technical ballot. AF-FR-001 controls the release and AF-ML-001 identifies the current master.

A later editorial correction uses a new controlled record and preserves the earlier file. If it changes an obligation, the substantive route is used instead. This example creates no real standard, committee, vote or authorization.

Annex F. Source map, open parameters and release checklist

Guide subject	Primary source	Operational records
Authority and body types	AF-CON-001, Articles 3, 8-9 and Annexes B/E	AF-GV-001; AF-FR-002
Charter, composition and eligibility	Articles 15-16 and 23	AF-GV-002; AF-FR-003; AF-FR-009
Membership and electoral roll	Articles 4-6 and clause 15.9	AF-PR-005; AF-FR-007; AF-FR-008; AF-RG-001
Elections, tenure and challenges	Article 15 and clause 23.2	Charter/election dossier attached to AF-FR-009 and AF-FR-002
Standards and maintenance	Article 17; Annex E.2	AF-PR-006; AF-FR-010; AF-FR-011; AF-FR-012
Integrity and independent decisions	Articles 18, 22-24	AF-PL-003; AF-PR-019; AF-FR-003; AF-FR-017
Work programs and public benefit	Articles 16 and 19	AF-GV-003; AF-FR-004; AF-FR-024
Records and publication	Articles 26-27	AF-PR-001; AF-PR-020; AF-SC-001; AF-FR-031
Transition and actual activation	Articles 28 and 31; Annex E	AF-SC-006; AF-FR-001; AF-ML-001

Before this guide is put into controlled use, record its real approval, custodian, distribution and effective date; verify the Constitution's actual status; identify affected earlier procedures; and publish the necessary charter parameters. No missing financial limit, election platform, exact term-boundary interpretation or candidate criterion is treated as settled merely because this guide exists.

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