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4.0 Context of the organization

4.1 Understanding the organization and its context

When determining the external and internal issues for the context of the **Vogelsang** organization the following has been considered:

External:

Local, State and Federal regulations that are or could be applicable.

Competitive: new and existing competitors, new products, and benchmarking as appropriate

Social and economic environment: special economy i.e. pricing and locations

Internal:

Values: looking at management and employee values

Culture of Vogelsang: quality of the job as part of the organization culture i.e. no cutting corners and following the processes. Looking for continual improvement opportunities, free and open conversation when issues arise without fear of repercussions.

Knowledge and performance: organization technical expertise to support the business model, performance metrics of the organization delivery of the products and effectiveness on response to customer issues.

4.2 Understanding the needs of interested parties

Interested Parties	Requirements	Monitoring (establish metrics or other tools)
Customers	Products / Service Requirements	Meet contractual requirements through production, and system deployment. Metrics i.e. customer / client's satisfaction index / metrics i.e. customer complaints, contract renewals %, and contract expansion %.
Suppliers / Vendors	On-time delivery and good products delivered	Long term business based on supplier performance and ability to meet Vogelsang requirements.
Internal Divisions	On-time delivery and support	Delivery time from one process to another process, reduce bottlenecks, and quick response when issues arise.
Regulators	Comply with regulations	OSHA compliance, codes, applicable product regulations and customer requirements.
Employees	Job security, work environment	Open Communication Board located on shop floor and Annual Reviews. Compliance to all state and federal OSHA requirements.
Shareholders	Financial / Profitability	Financial reports.



4.3 Determining the Scope of the Management System

Vogelsang Corporation, located at 109 Caswell Lane Mt. Sterling K.Y., 40353 is a manufacturer of both Automotive and non-Automotive fasteners of all types to the Automotive, Industrial, and other industries, has in place, a Management System that complies with all applicable elements of the **ISO 9001:2015, International Standard**. **It has been noted that Design (8.3) is not applicable to this Vogelsang facility.** This will allow Vogelsang Corporation, to meet our customers' and legal and regulatory requirements, while continuously monitoring our processes and functions, to guide us in the regular application of continuous improvements to the system and for our employees.

4.4 Management System and its processes

Vogelsang has:

- a.) identified the processes needed for the quality management system and their inputs and outputs expected from these processes.;
- b.) determined the sequence and inter-action of these processes; (Fig. 4.1.1b)
- c.) determined criteria and methods needed to ensure that both the operation and control of these operations is effective;
- d.) ensured the availability of resources and information necessary to support the operation and monitoring of these processes;
- e.) assigned responsibilities and authorities for these processes
- f.) have addressed the **risk** and opportunities of the processes
- g.) implemented actions necessary to achieve planned results and continual improvement of these processes.

Procedure 02-01 addresses documentation progression and procedures

4.4.2 To the extent necessary Vogelsang:

- a) maintains documented information to support the operation of its processes;
- b) retain documented information to have confidence that the processes are being carried out as planned.

Procedure 16-01 addresses Control of Records

5.0 Leadership

5.1 Leadership and Commitment

Top Management at Vogelsang demonstrates on a daily basis their leadership, commitment, and involvement to the Management System by:

- a) Owning the management system at the highest level of management in this facility. They are accountable for ensuring that all the systems are in place and working and meeting their goals and objectives for quality.
- b) We have, along with input from employees created a quality policy and goals and objectives that are well communicated and understood by employees



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- c) We have ensured that while creating the management system we have integrated the requirements into the business processes so that there is one management system
- d) Vogelsang Management has always promoted the process approach in the systems and have now taken the next step in identifying Risk based thinking in each of the areas that are applicable. (see attachment A at the end of this manual)
- e) Resource requirements and needs are identified by management during Top Management meetings and planning when applicable
- f) In employee meetings and one on one meetings management is continually communicating the importance of an effective Management System that conforms to the requirements of this international standard.
- g) Management monitors the systems and processes to ensure it meets its intended results. This is done by facility walk throughs and internal and external audits.
- h) Management is continually engaging and supporting employees to contribute to the on-going improvement of the processes and systems
- i) Promoting improvement in all that employees do
- j) Demonstrate their leadership by simply being involved on a daily basis.

5.1.2 Customer Focus

Top management at Vogelsang ensures that customer, regulatory, and statutory requirements are determined and are met with the aim of enhancing satisfaction.

Management also ensures that product conformity and on-time delivery performance are measured, and that appropriate action is taken if results are not, or will not be achieved. Potential Risks and opportunities that can affect conformity of products are determined to help ensure customer satisfaction

Note: Information to be monitored and used for the evaluation of customer satisfaction will include, but not limited to:

- Product conformity
- On-time delivery performance, (Internal and External ratings)
- Customer complaints
- Corrective action requests

Vogelsang Corporation has in place plans for customer satisfaction improvement that addresses any deficiencies discovered by these evaluations and assesses the effectiveness of the results.

Procedure 01-01 Addresses Customer Focus

5.2 Quality Policy

5.2.1 Establishing the Quality Policy

Executive management at Vogelsang ensures that the quality policy:

- a) is appropriate to the purpose, context, and the strategic direction of the organization;
- b) helps to provide a framework for setting quality goals and objectives
- c) includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system;



Quality Policy

Vogelsang Corporation will meet or exceed our customer's expectations while never compromising our own safety and quality standards.

5.2.2 Communicating the Quality Policy

- a) the quality policy is maintained as a controlled document and is found in the quality manual
- b) the policy is posted throughout the facility and is communicated during employee meetings for understanding
- c) Vogelsang has it available to relevant interested parties, as appropriate.

5.3 Organizational Roles and Responsibilities

Top management at Vogelsang has ensured that responsibilities and authorities have been defined and communicated to employees and staff:

- a) The VP/GM of Vogelsang has the responsibilities and authority of the Management System Representative that ensures the management system conforms to all requirements and the international standard.
- b) That processes are delivering their intended outputs
- c) Reporting out during management reviews the performance of the systems
- d) Always promoting customer focus and what is important to them
- e) And ensuring that if and when the management system / process change, whether to planned or unplanned changes, that the integrity of this system is maintained

6.0 Planning

6.1 Actions to address Risk and Opportunities

6.1.1 When Planning

Top management took into consideration many things when developing the management system for Vogelsang including items in section 4.1 & 4.2, along with **Risk** and opportunities for improvement to existing systems to ensure that:

- a) The management system can achieve its intended results
- b) To improve existing system effects
- c) To prevent undesirable effects by using sound root cause, problem solving techniques
- d) Continual improvement

Procedure 14B-01 addresses Preventive Action



6.1.2 Vogelsang has planned:

a) has develop a Risk evaluation chart (see attachment A in back of manual) that addresses inputs and outputs along with potential risk for each area of the facility as applicable.

b) how to:

1) integrated and implemented the action necessary into the management system to mitigate risk as much as possible

2) and evaluate the effectiveness of the actions taken to ensure processes worked

6.2 Quality Objectives and planning to achieve them

6.2.1 The organization shall establish quality objectives

Quality Objectives at Vogelsang are:

VOGELSANG CORPORATION

QUALITY OBJECTIVES

Strive towards & review annually:

250 Max PPM defect policy External

500 Max PPM defect policy Internal

98% or better inventory accuracy

98% Order Entry Accuracy

- a) Consistent with the quality policy
- b) Measurable
- c) Take into account requirements where applicable
- d) To enhance customer satisfaction
- e) They are monitored to ensure that we are staying on track and take corrective actions when they are not.
- f) They are communicated to employees throughout the facility
- g) They are reviewed during management review and updated as necessary



6.2.2 Achieving Quality Objectives

Vogelsang has developed action plans for each of their quality goals which describe precisely:

- a) What will be done to achieve the objective
- b) The resources required to achieve them
- c) Who is responsible for each step
- d) Potential date of completion
- e) How the results are to be evaluated

6.3 Planning of Changes

Whenever the management system requires an update or change they are carried out in a controlled / planned manner. When reviewing the changes and upgrades to the ISO9001 standard requirements management took into consideration:

- a) The purpose of all the changes and how they would affect the existing processes
- b) How to make the changes to maintain the integrity of the system
- c) Did we have the resources
- d) Looked at potential reallocation of responsibilities and authorities

Procedure 02-01 Addresses Quality Management system documentation

7.0 Support

7.1 Resources

7.1.1 General

Vogelsang has determined and provides the resources needed to implement and maintain the quality management system and continually improve its effectiveness and to enhance customer satisfaction by meeting requirements.

7.1.2 People

Vogelsang has determined and provided the personnel that is necessary for the effective implementation of the management systems and for the operation and control of its processes.

7.1.3 Infrastructure

Vogelsang has determined, provided for, and maintains the infrastructure needed to achieve conformity to product requirements. The infrastructure includes, as applicable

- a) buildings, workspace and associated utilities;
- b) process equipment (both hardware and software); and
- c) supporting services (such as transport or communication).



7.1.4 Environment for the operation of processes

Vogelsang has determined and has set up and provided for an environment that is necessary for the operation of all its processes that will ensure conformity of our products and services. Vogelsang realizes that when looking at environment of the organization that it also could include cultural issues such as:

- a) Social issues i.e. non-discriminatory and non-confrontational
- b) Psychological i.e. reducing work place stress and burn out
- c) Physical i.e. temperature, lighting, noise as examples

7.1.5 Monitoring and measuring resources

7.1.5.1 General

Vogelsang has determined the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product and services to requirements.

Vogelsang has also provided resources that are;

- a) Suitable for the specific type of monitoring and measurement activities that are being undertaken
- b) And that they are maintained and safeguarded to ensure effectiveness of use for their purpose.

Appropriate records are retained

Procedure 10-01 addresses Inspection and Test Procedures

7.1.5.2 Measurement Traceability

When measurement traceability is a requirement, Vogelsang ensures that this specific equipment is:

- a) calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards, i.e. NIST; where no such standards exist, the basis used for calibration or verification is retained;
- b) to be adjusted or re-adjusted as necessary;
- c) to be identified to enable the calibration status to be determined;
- d) to be protected from damage and deterioration during handling, maintenance and storage.

In addition, Vogelsang assesses and records the validity of the previous measuring results when the equipment is found not to conform to requirements. Vogelsang takes appropriate action on the equipment and any product affected

Procedure 11-01 addresses Measurement Traceability

7.1.6 Organizational Knowledge

Vogelsang has determined the knowledge and skills necessary for the operations of its defined processes to ensure that requirements for product and services are achieved. This knowledge is maintained on job description forms and made available to the extent necessary via documents and training. There is a job description for every position at Vogelsang. When changes occur Vogelsang will look at the current skill base and determine if additional knowledge is necessary and if so, it is acquired.



7.2 Competence

Vogelsang Corporation has:

- a) determined the necessary competence of personnel doing work under its control that can affect the quality management system
- b) ensured that these persons are competent on the basis of appropriate education, training and or experience
- c) where applicable has taken actions to acquire the competence and has evaluated the effectiveness of these actions
- d) retains documented information as evidence of the competence

Procedure 18-01 addresses Training and Competence

7.3 Awareness

Vogelsang has implemented processes to ensure that persons doing work are aware of:

- a) the quality policy
- b) relevant quality goals and objectives
- c) and their contribution to the effectiveness of the quality management system
- d) the implications of not conforming with the requirements of the quality management system

7.4 Communications

Vogelsang has determined a communication path for internal and external communications that are relevant to the quality management system on:

- a) what it will communicate
- b) when it will communicate
- c) with whom it will communicate
- d) by what means this communication will take place
- e) communication will be given by the Quality Manager

7.5 Documented Information

7.5.1 General

Vogelsang maintains a documented quality management system that includes:

- a) documented information required by this international standard
- b) documented information determined by Vogelsang as being necessary for the effectiveness of the quality management system



7.5.2 Creating and updating

When creating documents for the quality management system, Vogelsang ensures that they have appropriate:

- a) identification and description such as, title, date, author, or a reference number;
- b) formatting such as, language, software versions, graphics and medias
- c) review and approval for suitability and adequacy

7.5.3 Control of documented information

7.5.3.1

Vogelsang has processes in place to ensure that documented information that are required by this international standard are:

- a) available and suitable for use throughout the organization where necessary
- b) adequately protected from loss of confidentiality or improper use

7.5.3.2

For further control of documented information Vogelsang has also addressed:

- a) distribution, access, retrieval and use
- b) storage and preservation including legibility
- c) version control
- d) retention and disposition

Documented information of external origin that is determined to be necessary for the planning and operation of the quality management system are identified and controlled by date and version.

Documented information retained as evidence of conformity are protected from unintended alteration.

Procedures 05-01 & 16-01 address Document and Data Control

8.0 Operation

8.1 Operational planning and control

Vogelsang has planned, developed, implemented and controls the processes needed to meet product and service requirements. Planning of product realization is consistent with the requirements of the other processes of the quality management system. We have:

- a) determined requirements
- b) established criteria for
 - 1) the processes
 - 2) and the acceptance of products and services



- c) determined the resources needed to achieve conformity to products and service requirements.
- d) Implemented control of the processes
- e) Determining maintaining and retaining documented information to the extent necessary
 - a. to have confidence that the processes have been carried out as planned
 - b. to demonstrate the conformity of products and services to the requirements by maintaining and retaining documented information

Vogelsang controls planned changes to ensure the conformity to product and services.

Procedure 09-01 addresses Control of the Manufacturing Process

8.2 Requirements for products and service

8.2.1 Customer communications

The types of communications that Vogelsang maintains with the customers are:

- a) providing information relating to products and services
- b) handling enquiries, contracts / orders
- c) obtaining customer feedback, including complaints, to ascertain customer satisfaction
- d) handling of customer property if applicable
- e) establishing contingency actions when relevant

8.2.2 Determining the requirements for products and services

Vogelsang has determined the products and services that are offered to our customers and we ensure that;

- a) the requirements are clearly defined, including,
 - a. any applicable statutory and regulatory requirements
 - b. those considered necessary by Vogelsang
- b) ensures that we can meet the claims for the products and service we offer

8.2.3 Review of the requirements for products and services

8.2.3.1

Vogelsang reviews all requirements related to the product. These reviews are conducted prior to Vogelsang's commitment to supply a product to the customer (e.g. submission of tenders, acceptance of, contracts or orders, acceptance of changes to contracts or orders) and ensures that:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities
- b) requirements not stated by the customer, but necessary for the intended use
- c) requirements specified by the organization;
- d) statutory and regulatory requirements that are applicable are defined
- e) contract / order requirements differing from those previously expressed are defined

Vogelsang ensures that order requirements differing from those previously defined, are resolved.



All customer requirements are confirmed by Vogelsang before acceptance, when the customer does not provide a documented statement of their requirements.

8.2.3.2

Vogelsang retains documented information as necessary

- a) on the results of the review
- b) on any new requirements for products and services

8.2.4. Changes to requirements for products and services

Vogelsang has established a process that ensures relevant documented information is amended, and that relevant persons are made aware of the changed requirements when changes are made to products or services.

8.3 Design and development of products and services: **Non-Applicable**

Vogelsang Corporation, Mt. Sterling, Kentucky takes the exclusion of the portions of section: 7.3 Design and development. Products manufactured at Vogelsang Corporation are designed and developed by the parent company Jörg Vogelsang GmbH & Co.KG (JVU).

8.4 Control of externally provided processes, products and services

8.4.1

Vogelsang ensures that externally provided product conforms to specified purchase requirements. The type and extent of control applied to the provider and the purchased product is dependent upon the effect of the purchased product on subsequent product realization or the final product when;

- a) products and services from external providers are intended for incorporation into Vogelsang products or services

8.4.2 Type and extent of control

Vogelsang evaluates and selects providers based on their ability to supply products in accordance with Vogelsang and customer requirements. Criteria for selection, evaluation, and re-evaluation are established as follows:

- a) For new providers, the provider must submit their certification of conformance to a minimum of ISO: 9001-2015 or TS-16949 and certification must be current. For providers that are not certified, the provider will have to submit their quality policy that reflects they adhere to ISO: 9001-2015 or TS-16949 and/or provide an ISO implementation schedule. Vogelsang may also send a supplier evaluation form but this is at the discretion of the Materials Manager.
- b) Re-evaluations shall require the provider to submit a new certification upon the year of expiration.

8.4.3 Information for external providers

Vogelsang has described the products and services to be provided including, where appropriate:

- a) Processes and products to be provided
- b) The approval of:
 - 1) Products and services



- 2) Methods, processes and equipment to be used where applicable
 - 3) The release of products and services
 - c) Competence, including any required qualifications of personnel
 - d) The external providers interactions with Vogelsang i.e. communications, etc
 - e) Control and monitoring of the external providers performance to be applied to their processes
 - f) Verification or validation activities that Vogelsang or our customers intend to perform at external supplier's facility
- Procedures 06-01 & 06-02 address externally provided processes, products and services

8.5 Production and service provision

8.5.1 Control of production and service provisions

Vogelsang plans and carries out production and service provision under controlled conditions. Controlled conditions include as applicable:

- a) The availability of documented information that describes the characteristics of the product;
- b) The use of suitable monitoring and measuring equipment;
- c) The implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services have been met
- d) Use of suitable infrastructure and environment for the operations of processes
- e) The appointment of competent persons, including any required qualifications
- f) Validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement
- g) The implementation of actions to prevent human error, i.e. poke yoke
- h) The implementation of release, delivery and post-delivery activities

8.5.2 Identification and Traceability

Vogelsang identifies the product by suitable means throughout product realization.
Vogelsang also identifies the product status with respect to monitoring and measurement requirements.
Where traceability is a requirement, Vogelsang controls and **records** the unique identification of the product.

Procedure 08-01 addresses identification and traceability
Procedure 12-01 addresses inspection and test status

8.5.3 Property belonging to customers or external providers

Documented procedures have been established and are maintained for the verification, care, storage and maintenance of customer supplied material. Customer supplied material will be identified throughout all phases of operation.



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Upon receipt, all customer supplied material is evaluated for quantity and necessary documentation. If any customer property is lost, damaged or otherwise found to be unsuitable for use, this shall be reported to the customer.

Customer-owned production tooling, manufacturing, test, and inspection tooling shall be permanently marked so that the ownership of each item is visible, as provided by the customer.

Procedure 07-01 addresses Customer Property

8.5.4 Preservation

Vogelsang preserves the conformity of product during internal processing and deliver, to the intended destination. This preservation includes identification, handling, packaging, storage and protection. Preservation also applies to the constituent parts of a product.

Procedure 15-01 addresses preservation of product

8.5.5 Post-delivery activities

Vogelsang has determined that they do not have post delivery activities and therefore this requirement is **Non-Applicable**.

8.5.6 Control of changes

Vogelsang ensures that changes to product or service are controlled to the extent necessary to ensure continuing conformity with our requirements. We retain documented information describing the results of the review of changes, the person(s) authorizing the changes and any actions arising from the review.

8.6 Release of products and services

Vogelsang has implemented planned arrangements throughout the organization to verify that the product and services requirements have been met.

The release of product and or services does not proceed until all planned arrangements are met and have satisfactorily passed all specified requirements unless approved by the customer. Vogelsang retains documented information on the release of products and service which include:

- a) evidence of conformity with the acceptance criteria
- b) traceability to the person authorizing the release of product to the customer

8.7 Control of nonconforming outputs

8.7.1 Vogelsang ensures that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery. The controls and related responsibilities and authorities for dealing with nonconforming product are defined. Vogelsang deals with nonconforming outputs in one or more of the following ways;



- a) segregation, containment, return or suspension of provision of product
 - b) notification of nonconforming material
 - c) identifying root cause
 - d) obtaining authorization for acceptance under concession
- Conformity to the requirements are verified when nonconforming outputs are corrected.

8.7.2 Documented information is retained that:

- a) describes the nonconformity
- b) describes the actions taken
- c) describes any concessions obtained
- d) identifies the authority deciding the actions in respect to the nonconformity

Procedure 13-01 addresses Control of Nonconforming Product

9.0 Performance

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

- a) Vogelsang has determined what needs to be monitored and measured
- b) The methods for the monitoring and measurement and analysis to ensure valid results
- c) When the monitoring and measurement activities are to take place
- d) When the results are to be analyzed

Vogelsang evaluates the performance and the effectiveness of the quality management system and retains documented information as evidence of the results

Procedure 01-01 addresses Monitoring, measurement, analysis and evaluation

9.1.2 Customer satisfaction

As one of the measurements of the performance of the quality management system, Vogelsang monitors information relating to customer perception as to whether we have met the customer requirements.

Procedure 02-03 addresses Customer Satisfaction/Dissatisfaction

9.1.3 Analysis and evaluation

Vogelsang analyses and evaluates the appropriate data in order to determine:

- a) Conformity of products and service
- b) Degree of customer satisfaction
- c) Performance and effectiveness of the quality management system
- d) If planning has been effective
- e) The effectiveness of actions taken to address risk and opportunity
- f) The performance of external providers
- g) The need for continual improvement



9.2 Internal audits

9.2.1

Vogelsang conducts internal audits at planned intervals to determine whether the quality management system

- a) conforms to the planned arrangements to the requirements of the international standard ISO9001:2015 and to the quality management system requirements established by Vogelsang; and
- b) is effectively implemented and maintained.

9.2.2

Vogelsang a) plan, establish, implement and maintain an audit program which includes the frequency, methods, responsibilities, planning requirements, and reporting which takes into consideration the status and importance of the areas being audited. b) define the audit criteria and scope of each audit, c) select auditors and conduct the audits to ensure the objectivity and impartiality of the audit process. This auditor may also include an external provider as an experienced auditor. d) ensures that the audit results are reported to relevant management, and e) take appropriate correction and corrective actions without undue delay. f) retain documented information as evidence of the implementation of the internal audit process and results.

Procedure 17-01 addresses Internal Audits

9.3 Management review

9.3.1 General

Top management at Vogelsang reviews the organizations quality management system at planned intervals to ensure its continuing suitability, adequacy and effectiveness and alignment with the strategic direction of the organization.

9.3.2 Management review inputs

The management review is planned and carried out at a minimum once per year. The GM/VP is responsible to ensure that this meeting is scheduled and conducted. The review takes into consideration the following:

- a) the status of action items from previous management reviews
- b) changes in external and internal issues that are relevant to the quality management system
- c) information on the performance and effectiveness of the quality management system, including trends in (as applicable):
 - a. customer satisfaction and feedback from relevant interested parties
 - b. the extent to which quality objectives have been met
 - c. process performance and conformity to product
 - d. nonconformities and corrective actions
 - e. monitoring and measurement results
 - f. performance of external providers



- d) adequacy of resources (all resources)
- e) effectiveness of actions taken to address risks and opportunities
- f) opportunities for improvement

9.3.3 Management review outputs

The outputs from Management review include decisions and actions related to:

- a) opportunities for improvement
- b) any need for changes to the quality management system
- c) resource needs

Documented information is retained to show evidence of management review results.

10.0 Improvement

10.1 General

Vogelsang continually improves the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review. Vogelsang determines opportunities and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

These opportunities may include:

- a) improving products and services to exceed requirements
- b) correcting, preventing or reducing undesired effects
- c) improving performance of the quality management system

Procedure 14B-01 addresses Preventive Action

10.2 Nonconformity and corrective actions

10.2.1 When nonconformity occurs, including those arising from complaints, Vogelsang:

- a) reacts to the nonconformity and, as applicable:
 - a. takes actions to control and correct it
 - b. deals with the consequences
- b) evaluates the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere
- c) implement actions needed
- d) review the effectiveness of corrective actions taken
- e) update risks and opportunities
- f) make changes to the quality management system, if necessary

Procedure 14A-01 Addresses Corrective Action System



10.2.2

Vogelsang retains documented information of corrective action results

10.3 Continual Improvement

Vogelsang continually improves the suitability, adequacy and effectiveness of the quality management system by evaluating the outputs of the management reviews and the entire management system.

Procedure 21-01 addresses Continual Improvement



PROCESS	PROCESS OWNER	INPUTS	IDENTIFIERS	SUPPORT	OUTPUTS	RISK ASSESMENT
Customer Order Entry	Materials Manager	Customer acknowledgement	Phone / Email Purchase Order	BAAN / MRP	Work Order creation	Incorrect information / Lead times, Material, Cost
		Order Entry	Phone / Email Purchase Order	BAAN / MRP	Work Order creation	Incorrect information / Lead times, Material, Cost
		Work Order Generated	Purchase Order	BAAN / MRP	Production Schedule / Material Order	Incorrect information / Lead times, Material, Cost
		PPAP completed / other requirements	Project Managed according to Schedule	PPAP Package submittal on time	Production Schedule / Material Order	No Signed PSW / Lead Time Delayed
Purchasing of Raw Material	Material Manager	Supplier Purchase Order	Customer Purchase Order	BAAN / MRP	Supplier Purchase order Generated	Incorrect information / Lead times, Material, Cost
Receiving Inspection	Quality Manager	Receiving Supplied Material	Material Specification	Customer Drawing	Verification / Inspection to the material specification	Incorrect material, incorrect material qty
Manufacturing Process	Production Manager	Work order entered	Material type, Qty rec	Work Order, tool PM / Tag	Correct information, material available, tool condition OK status	Production delays, Missed Shipments, Non Conforming parts produced
		Receive Material for Production	Material tags to indicate approved material	Production Associate	BAAN / MRP	Material not available, incorrect or not enough
		Acquire Correct Tooling	Tool PM complete ready for use	Tool Room Associate	Tool Tag	Tool not ready for production
		Verify Press Setup Parameters	Press Setup Sheet	Tool Room Associate	Press console	Parameters incorrect, Tool not set correctly for parameters
		Qualify 1st Piece Part Approval	Inspection Check Sheet	Production Associate	Gauges, Fixtures, Visual Inspection	1st pc Non-conforming
		Abnormal Process Stop / Coil Change	Start Stop Porcedure	Production Associate	Gauges, Fixtures, Visual Inspection	Non-conforming Product
		Non-Conforming Material	Inspection Check Sheet	QAE	Control of non-conforming material proc	MRB to disposition
		Complete Traveler for Finished Goods or Work In Progress	Production Traveler	Production Associate	Manufacturing information	Inaccurate information, not legible



Manufacturing Process / Subsequent Operations	Production Manager	Verify Work Order	Correct Product	Production Associate	Manufacturing information	Inaccurate information, not legible
		Receive / Inspect Material for Production	Production Traveler	Production Associate	Manufacturing information	Inaccurate information, not legible
		Acquire Correct Tooling if applicable	Tool PM complete ready for use	Production Associate	Tool Tag	Tool not ready for production
		Verify Setup Parameters	Press Setup Sheet	Production Associate	Press console	Parameters incorrect, Tool not set correctly for parameters
		Qualify 1st Piece Part Approval	Inspection Check Sheet	Production Associate	Gauges, Fixtures, Visual Inspection	1st pc Non-conforming
		Non-Conforming Material	Inspection Check Sheet	QAE	Control of non-conforming material proc	MRB to disposition
		Complete Traveler for Finished Goods or Work In Progress	Production Traveler	Production Associate	Manufacturing information	Inaccurate information, not legible
Packing	Shipping Supervisor	Pick List Generated	Daily Requirements	Packing Associate	BAAN / MRP	Incorrect information
		Packaging	Correct Packing material / Count/ Weight	Packing Associate	Customer Requirements	Incorrect Packing material, weight, count
		Labeling	Customer Purchase Order	Packing Associate	Customer Requirements	Incorrect label information
Shipping	Shipping Supervisor	Pick List Generated	Verify parts availability	Packing Associate	BAAN / MRP	Inadequate inventory
		Staging	Staging location	Packing Associate	Material Handling Equipment / Correct shipping method	Material Handling equipment inoperable, Shipping method(s) unavailable
		Bill of Lading Generated	Verify parts availability	Packing Associate	BAAN / MRP	Parts availability, Not Legible
Accounting	Materials Manager	Invoicing	Invoices from daily shipments	Materials Manager	Customer receives invoices for products	Invoice not received or inaccurate
		AR Collection	Weekly review of AP aging report	Materials Manager	Accounting info updated	Products shipped without receiving immediate payment
		AP Processing	Daily processing of supplier invoices	Materials Manager	Verification of receipts to invoices	Inaccurate information, information does not match
		Check Runs	Bi-weekly processing of AP	Materials Manager	Payments are mailed or transferred	Suppliers do not receive payments or payment incorrect

Attachment A Risk Assessment



QMS Processes Determined and their Sequence and Interaction

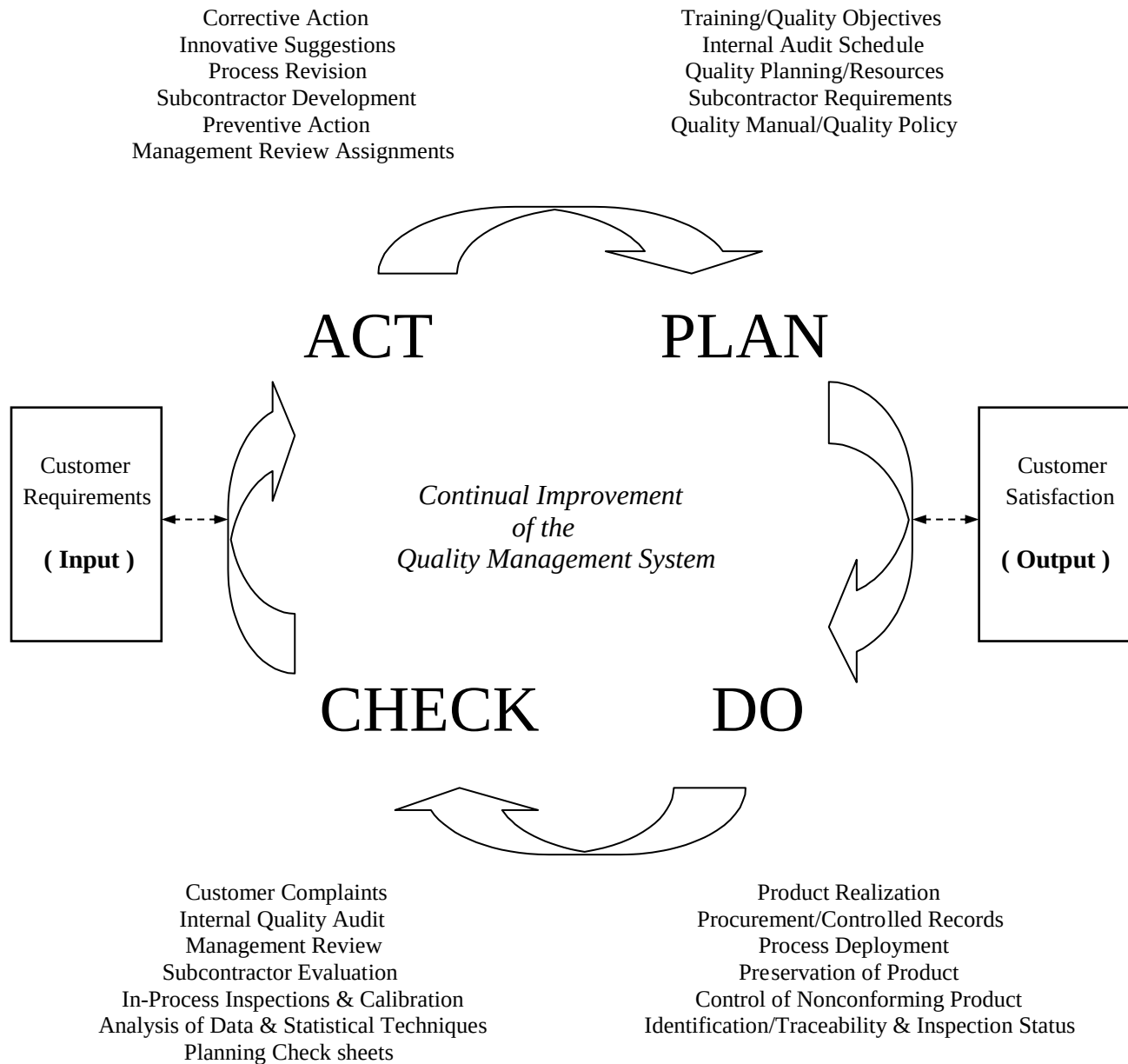


Fig. 4.1.1 b.