Assessment Report

G & R Cold Forging, Inc.

Report Author

Prince Peter

Visit Start Date

03/07/2011

Introduction

This report has been compiled by Prince Peter and relates to the assessment activity detailed below:

Visit ref/Type/Date/Duration	Certificate/Standard	Site address
7389961 Continuing Assessment (Surveillance) 03/07/2011 1 day(s) No. Employees: 21	TS 543508 ISO/TS 16949:2009	Windsor Machine & Stamping (2009) Ltd. Corporate Office 5725 Outer Drive Windsor Ontario N9A 6J3 Canada
7389959 Continuing Assessment (Surveillance) 03/08/2011 0.5 day(s) No. Employees: 14	TS 543508 ISO/TS 16949:2009	Ellis Tool A Division of Windsor Machine & Stamping (2009) Ltd. 5725 Outer Drive Oldcastle Ontario N9A 6J3 Canada
7389983 Continuing Assessment (Surveillance) 03/08/2011 0.5 day(s) No. Employees: 9	TS 543508 ISO/TS 16949:2009	Windsor Machine & Stamping (US) Ltd. 26655 Northline Road Taylor Michigan 48180 USA

Client management system version(s):

July 21, 2009

Audit of the continuing suitability and continued effective implementation of the Quality Management System of Windsor Machine & Stamping - Support Sites located at 5725 Outer Drive, Windsor, ON Canada and 26655 Northline Rd., Taylor, MI USA in meeting the requirements of ISO/TS16949:2009, plus associated support documentation and additional customer requirements (as appropriate), company objectives, policies and procedures.

Management Summary

The areas assessed during the course of the visit were generally found to be effective.

There were no outstanding nonconformities to review from previous assessments.

2 nonconformities requiring attention were identified. These, along with other findings, are contained within subsequent sections of the report.

A minor nonconformity relates to a single identified lapse, which in itself would not indicate a breakdown in the management system's ability to effectively control the processes for which it was intended. It is necessary to investigate the underlying cause of any issue to determine corrective action. The proposed action will be reviewed for effective implementation at the next assessment.

Please submit a plan to BSI detailing the nonconformity, the cause and your proposed corrective action, with responsibilities and timescales allocated. The plan is to be submitted no later than 03/28/2011 by e-mail or fax to your assessor, referencing the report number. Please send to prince.peter@bsigroup.com or -.

Areas Assessed & Findings

Changes to QMS

Pioneer Polymers is no longer a manufacturing site. Ellis Tool design activities are managed at the corporate location. Corporate still manages sales, engineering, Program management and Purchasing. Ellis Tool (Tool manufacture activities) are being managed at McGregor. This will have to be reviewed during the next visit.

Quality Management Systems 4.1, 4.2, 5.1, 5.2, 5.3, 5.4, 5.5, 5.6, 8.2.1, 8.4, CSR

Business plan is made for the group and objectives from the business plan is cascaded down to each manufacturing sites for setting up objectives. Each site has targets for operational performance and this is reviewed weekly with the operations group. Although the management review for the plant is seen, the management review for the processes managed at corporate is not consistently included as inputs to this review. A nonconformance is raised. Refer to NCR. Customer satisfaction is measured through customer score cards from each manufacturing site. The manufacturing sites have corrective action process that addresses all the customer issues and the effectiveness is reviewed by the top management. Internal audits were conducted for these support sites by independent auditors using process approach method. Ongoing continual improvement programs are managed at the manufacturing plants.

Sales and Contract Review including Program Management and APQP - Links to G&R Plant 1, Plant 3, Ellis Tool, Windsor Machine de Mexico, Pioneer Polymers and Windsor Machine US, Taylor, MI and Indiana, USA 7.1, 7.2, 7.3, CSR

Sales and contract review process was reviewed with VP Sales and Marketing - Mr. Greg Peltier. Links to all manufacturing sites described above were reviewed. A central computer system is in place that interacts well with the manufacturing sites. The Sales for the new programs (C520 - 2nd Row - Magna and P415 2nd Row for JCI) were reviewed during this visit. The inputs to this process is the inquiry from the customer through samples, math data, volume requirements etc. The feasibility of the program and risk assessment are done in conjunction with the plants at very early stage of the program. The cost estimates are prepared and customer specific formats are used to communicate with the customer. Once the submission is done, the customer approval is received through customer purchase order which kicks off the APQP/ program management activities.

Program management/ APQP was reviewed with Mr. Mike Vecera. The C520 program and P415 program was taken as audit trails from Sales and Contract review. A multi disciplinary approach is seen in the APQP process with good interactions with engineering, purchasing, tool design, Ellis Tool and Manufacturing sites. Customer specific requirements, sales outputs, customer inputs such as Key dates list for prototype requirements, tooling targets and other deliverables are included in the timing chart (Gantt chart) for the programs. Communication meetings are held with the plant and action items are identified and included in the open issues log as applicable. Customer is heavily involved in the APQP and deliverables are fed to the customer on an ongoing basis. Corporate Purchasing is involved in supplier PPAP and Manufacturing sites are involved with manufacturing process design and PPAP per customer requirements. Overall the process is effective in the areas sampled. The effectiveness of this process is measured through timely submission of PPAP and other deliverables per customer requirements.

Engineering (Product Design and Process Design) - Links to Ellis Tool and Manufacturing sites 7.3

Product Engineering process has links to Process design, APQP, Purchasing, Tool design and Manufacturing. Customer requirements are inputs to this process. The C520 - 2nd Row. The customer inputs include engineering statement of work, key dates list, program milestones, feasibility check points, release phases, math data, concept design, functional requirements, engineering standards, regulatory requirements, application, test results, lessons learned from previous design including warranty information etc. The customer inputs are analysed and a prototype, concept design are submitted to the customer. Customer(Ford) is heavily involved in the design reviews with Windsor Machine. The design review outputs are taken and product design is developed. Reviewed boundary diagrams, P Diagrams, interaction checks (Robustness check list) that help in the product design. Once the design is approved by the customer, the drawings for assembly, sub assembly and component level drawings are made. The other outputs include bill of material, identification of critical characteristics, special characteristics, High Impact characteristics which feeds into DFMEA. Controls and recommended actions are seen in the DFMEA. The DFMEA outputs are forwarded to the manufacturing sites for the development of PFMEA and other process design documents such as Control plan and work instruction. Ford specific requirements were seen to be followed in the areas sampled. The design validation protocols are seen through the DVP&R for the program. overall process is effective in the areas sampled.

The output from product engineering is an input to the tool design and tooling manufacture. The tool design is verified and validated through PPAP process. Tooling manufacture was reviewed at the Ellis Tool division. Customer owned tools are identified appropriately and the ownership of the tools can be established very clearly with the identification tags. DVP &R testing (articulated head restraints for 36,0000 cycles) is done at Ellis Tool. Based on this audit trail the laboratory at Ellis Tool was reviewed and the lab scope does not indicate capability of this test. Refer to NCR.

Warehouse and Distribution (Links to G&R Plant 3) 7.5, CSR

This process is well managed using the AS400 computer system. The packing, labelling including final inspection and sign off was sampled and found to be well implemented. The products received from Plant 3 were received and shipped per customer requirements. Work instructions for the same is available and accessible. Labeling on the skids identify the lot number, part number, quantity and bin location. These were found to be effectively managed. Dock audits are done on an ongoing basis to review the effectiveness of the system.

Customer requirements are received through EDI/ Web and that initiate the shipping schedules. The ASN process was done as per customer requirements. There were some ASN issues in summer 2010 and these have been addressed through corrective action. The process effectiveness is being measured through the OTD, Premium freight and customer issues due to delivery and was found to be well managed and effective. There has not been any premium freight since Feb 2010. OTD has been good. Shipping schedules are developed based customer releases and conveyed to shippers and the ASN process is effectively managed as per customer requirements. Overall the process is effective in implementation in the areas sampled.

Minor Nonconformities Arising from this Assessment

Ref	Area/Process	Clause
A544570/1	Management Review	5.6.2, 7.4.3.1
Details:	Management review process is not consistently effective in taking all of inputs as required. Requirement of ISO/TS 16949:2009 5.6.2 Review input The input to management review shall include information on c) process performance and product conformity,	

	e) follow-up actions from previous management reviews, 7.3.4.1 Monitoring Measurements at specified stages of design and development shall be defined, analysed and reported with summary results as an input to management review. Objective Evidence Although management review is done at the plant level and reviewed at corporate, not all of the inputs are seen. Example - Process performances at corporate location and summary results of the design and development are not consistently seen as inputs to management review.

Ref	Area/Process	Clause
A544570/2	Ellis Tool	7.6.3.1
Details:	Engineering process is not effective in defining the lab scope. Requirement of ISO/TS 16949:2009 7.6.3.1 Internal laboratory An organization's internal laboratory facility shall have a defined scope that includes its capability to perform the required inspection, test or calibration services. This laboratory scope shall be included in the quality management system documentation. The laboratory shall specify and implement, as a minimum, technical requirements for ☐ adequacy of the laboratory procedures, ☐ competency of the laboratory personnel, ☐ testing of the product, ☐ capability to perform these services correctly, traceable to the relevant process standard (such as ASTM, EN, etc.), and ☐ review of the related records. Objective Evidence DVP&R for C520 program identifies the test for articulated head restraints for 3600 cycle. This test is conducted at the Ellis Tool Lab. However there is no lab scope available to indicate the capability of the lab.	

Shift Details

Site		Shift 1	Shift 2	Shift 3	Shift 4	Night shift	Week-end	Total site employees
Corporate, Windsor, ON	Exists? Audited?	✓ ✓						21
	Justification required if shift exists but not audited							

Ellis Tool	Exists? Audited?	✓ ✓						14
	Justification required if shift exists but not audited							
Warehouse, Taylor Mi	Exists? Audited?	✓						9
	Justification required if shift exists but not audited							

Assessment Participants

On behalf of the organization:

Name	Position
Greg Peltier	VP Sales and Marketing
Scott Barko	Sales Manager
Mike Vecera	Program Manager
Chris Fredriksson	Design Engineer
Mark Brockman	Design Engineer
Alex Vucinic	Purchasing Manager
Mike Pare	Ellis Tool Manager
Beth Muse	Quality Manager - Taylor Michigan (Warehouse)
Jerry Mitri	Quality Manager - G &R Plant 3
Todd Van Hal	Program Manager

The assessment was conducted on behalf of BSI by:

Name	Position
Prince Peter	Team leader

Re-certification Plan

		Visit 1	Visit 2	Visit 3	Visit 4	Visit 5	Visit 6
Business area/Location	**Date (mm/yy):**	06/10	06/11	05/12			
	Duration (days):	2	2	2			
Customer satisfaction		✓	✓	✓			
Goals and Objectives (BPM)		✓	✓	✓			
Management review		✓	✓	✓			
Internal audit		✓	✓	✓			
Corrective/ Preventive action		✓	✓	✓			
Continual improvement		✓	✓	✓			
Product Design/ Engineering and Program Management/ PPAP (Links to Corporate)		✓	✓	✓			
Materials Process (Purchasing - Links to corporate and Warehouse / Supplier Management, Materials, Inventory control, Shipping and Receiving)			✓	✓			
Production		✓	✓	✓			
Quality/ Lab/ Calibration		✓		✓			
Preventive Maintenance - Equipment and Tooling		✓		✓			
Human Resources - Training			✓	✓			
Warehouse and Distribution (Links to Manufacturing sites)		✓	✓	✓			

Next Visit Plan

Visit objectives:

Reassessment audit to review effective implementation of the Quality Management System of Windsor Machine & Stamping - Support Sites located at 5725 Outer Drive, Windsor, ON Canada and 26655 Northline Rd., Taylor, MI USA in meeting the requirements of ISO/TS16949:2009, plus associated support documentation and additional customer requirements (as appropriate), company objectives, policies and procedures.

Visit scope:

The management system implemented to satisfy the requirements of ISO/TS16949:2009, plus associated support documentation and additional customer requirements (as appropriate).

Date	Assessor	Time	Area/Process	Clause
03/26/2012		9:00	Opening Meeting at Corporate office	
03/26/2012		9:30	Review of Management Process including customer satisfaction, Management review, internal audit, CA/PA and continual improvement.	
03/26/2012		12:00	Lunch	
03/26/2012		12:30	Sales/ Contract review including Program Management/ APQP - Links to Manufacturing sites.	
03/26/2012		15:00	Design and Engineering	
03/26/2012		17:00	Debrief - Day 1	
03/27/2012		9:00	Design and Engineering	
03/27/2012		12:00	Lunch	
03/27/2012		13:00	Warehouse and Distribution	
03/27/2012		16:00	Follow up of audit trails and report preparation	
03/27/2012		17:00	Closing Meeting	

Please note that BSI reserves the right to apply a charge equivalent to the full daily rate for cancellation of the visit by the organization within 30 days of an agreed visit date. It is a condition of Registration that a deputy management representative be nominated. It is expected that the deputy would stand in should the management representative find themselves unavailable to attend an agreed visit within 30 days of its conduct.

Notes

The assessment was based on sampling and therefore nonconformities may exist which have not been identified.

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