Assessment Report

Windsor Machine & Stamping (2009) Ltd.- G & R Cold Forging Plant 3

Report Author

Ganesh Natarajan

Visit Start Date

07/16/2012

Introduction

This report has been compiled by Ganesh Natarajan and relates to the assessment activity detailed below:

Visit ref/Type/Date/Duration	Certificate/Standard	Site address
7682947 Continuing Assessment (Surveillance) 07/16/2012 2.5 day(s) No. Employees: 101	TS 543510 ISO/TS 16949:2009	Windsor Machine & Stamping (2009) Ltd. G & R Cold Forging Plant 3 7085 Smith Industrial Drive Amherestburg Ontario N0R 1J0 Canada

Client management system version(s):

Quality Manual/ 14-Jul-2009

The objective of the surveillance assessment for ongoing conformance of the organization's QMS to the requirements of ISO/TS 16949 standard and any customer specific requirements.

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.

4 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 08/07/2012 by e-mail to your assessor, referencing the report number. Please send to ganesh.natarajan@bsigroup.com.

Areas Assessed & Findings

QMS Changes

There has been no changes to the Quality system since the last visit and the links from this manufacturing site with the support sites were reviewed and confirmed. The previous support site of WMG, Taylor, Michigan, USA is no longer applicable and the certificate has been updated and reissued dated 11/Apr/2012 and this was verified and confirmed. There has been a city name change from McGregor to

Amherstburg by the Ontario Government and this has been updated and request issue of new certificate with updated address. The CCM has already initiated required change form (A731) for this minor change. This is only a city name update and no location change.

There has been no new customers and Ford is only service customer for direct supply with all other Ford parts being supplied through Tier 1 customers (JCI/ Lear/ Magna).

Customer Feedback, Key Performance Indicators, Objectives, Management Review, Continual Improvement

Customer satisfaction is monitored through scorecards and review of the Ford (only service) shows no quality issues and for delivery issues there is evidence of correspondence between the plant and customer due to some EDI issues. There is no valid Q1 score since they are only supplying service parts. Lear parts have also gone to service and the scorecard is generally good with the customer complaints being handled through the corrective action process. Magna & JCI do not send formal scorecards and all the issues are handled through the CAR process.
Plant Quality Objectives have been set and monitored monthly for Cost of Poor Quality (16K), Scrap (3.7%), Rework/ sorting hours (461 hours/month), Plant efficiency (96%), Overall customer PPM (10 YTD), Delivery performance (97%), CI savings and Injury/ Incident rate (0.05). These are reviewed monthly by the Plant Manager with his team and actions taken as needed. Scrap is not meeting targets due to foam rejects and action to improve the foam release process in order to minimize damaged foams is being pursued under the leadership of the plant manager. The monthly meeting are being done and actions are being tracked.

There are annual plant management reviews covering all the requirements and evaluating the effectiveness of the QMS (last done on 6-Jan-2012), but the review of IA results/ CA status was not being covered formally- refer to NC below. CI projects come out of data analysis/ suggestions/ efficiency improvements and there have been cost saving projects for cardboard and scrap foam disposal. Scrap reclaim (foam/ armature) is being claimed as CI, but there is an opportunity to review the costing in order to confirm the cost saving due to these activities.

Customer Complaints, Corrective and Preventive Actions, Customer Satisfaction

Customer scorecards and customer complaints are reviewed and actions are taken. Customer complaints for Lear/ Magna Seating Systems was reviewed based on leads from scorecards/ CA log and found them dealt with using the corrective action process. The CA # 2012-17, 2012-27 from MSS was reviewed and found to be dealt well. It was related to a supplier issue (Commercial Spring) and as per the system as it is common problem for all plants, the supplier corrective action is dealt by corporate and the containment action is still in place at the plant and supplier. Although the corrective actions have not been completed, the CA log shows this issue as closed. CA 2012-37 also related to supplier issue and there is no evidence of supplier CA although there is containment actions in place at the plant. Although the CA process as defined meets the requirements, but there were inconsistencies in its implementation with respect to supplier CA and follow-up with other WMG entities to obtain evidence of CA taken before closure of CA-refer to NC below.

Internal Audits - System, Manufacturing, Product audits

Internal audits for system, manufacturing process/ product audits are being done, but there was some delay in consistent implementation of the IA schedule for 2011/12 and there was catch-up done in June 2012. this was due to lack of trained internal auditors and this is being addressed with the help of Corporate by sending a team of personnel from all WMG plants for IA training this week. The QMS/ manufacturing process audits done in June/ July 2012 was reviewed and found to be process based and issues identified is being dealt with using the CA process. CAI 15-Welding assessment has been done recently due to MIG welding being part of the assembly process of U38X program and all the issues arising are being dealt with using the corrective action process.

Planning, APQP, PPAP, Design-linkages to Corporate

Program Management/ APQP is managed out of the Corporate office with the plant supporting and the linkages are defined and managed. Plant receives the tooling (foam moulds), any new manufacturing equipment, check fixtures from Corporate and is responsible for implementation and PPAP activities under the leadership of corporate. Program Manager at corporate manages the project including any engineering changes. The plant support/ PPAP for the new Magna Seating U38X head rest program was reviewed and found the process design inputs (drawings/ specification/ customer requirements/ suppliers) and outputs (PFD/ PFMEA/ Control plans/ Instructions/

Process studies/ MSA/ Certifications) available and managed. There was a weakness in the understanding of the FMEA tool and found some inconsistencies as highlighted in the NC below.

Receiving Inspection

Raw material/ component receiving inspections are done as per the control plan requirements and these were sampled for various on-going program with the focus on the U38X program and found the inspections are being done and records maintained.

Production, Assembly, Inspection, Packaging / Final Inspection- All shifts

Production schedules/ raw materials & components from materials/ shipping and all the manufacturing process design documents (control plan/ operator & process instructions/ inspection equipments/ documents) are the inputs and the outputs of finished parts are generally managed as per the system. The foam line and the assembly line (U38X) process was reviewed for control plan requirements for various programs during all 3 shifts. The control plan implementation for first-off, in process, poke yoke, weld process controls and final inspections were sampled and found to be effectively managed. The control of inspection devices used in the production was followed up for calibration/ verification and found to be generally well managed except for some minor issues- refer to NC. The operators were aware of their responsibilities and products/ components are identified throughout the production process. NC products for dispositions are identified and dealt accordingly. Production efficiency/ scrap and OTD are monitored by the plant management and actions taken as needed.

Maintenance & Tooling Management

Maintenance process effectiveness is monitored through downtime of the foam line/ assembly lines and is generally within the target of 25 hours/ month. PM and breakdown maintenance systems are in place for the equipment/ molds and is being generally followed. Key equipment spares are maintained and contingency plans are in place. The new program U39X equipment was sampled for PM, spares and down time tracking and found to be implemented as per maintenance system.

QA- Calibration/ Lab

The leads from manufacturing were taken for calibration/ verification of equipment and found the implementation of the system to be generally well managed. Audit trails for the attribute gages used in the U38X line was sampled for calibration/ MSA and found to be in place except no traceable record for the recently purchased Moticam microscope for weld inspection- refer to NC below. Calibration log is maintained and the lab scope with inspection, test and calibration procedures available.

Minor Nonconformities Arising from this Assessment

Ref	Area/Process	Clause
A754751/1	Management Reviews	5.6
Details:	The management reviews implementation is not effective in covering all the requirements. ISO/TS 16949 Requirements 5.6.2 Review input The input to management review shall include information on a) results of audits, b) customer feedback, c) process performance and product conformity, d) status of preventive and corrective actions, e) follow-up actions from previous management reviews, f) changes that could affect the quality management system, and	

	g) recommendations for improvement. 5.6.2.1 Review input — Supplemental Input to management review shall include an analysis of actual and potential field-failures and their impact on quality, safety or the environment. Objective evidence: Plant annual/ monthly management reviews do not cover the following requirements. 1. Results of internal audits 2. status of corrective/ preventive actions.

Ref	Area/Process	Clause
A754751/2	QA-CA	8.5.2
Details:	The CA process was not consistent in implementation with respect to follow-up and close out. ISO/TS requirements 8.5.2 Corrective action The organization shall take action to eliminate the causes of nonconformities in order to prevent recurrence. Corrective actions shall be appropriate to the effects of the nonconformities encountered. A documented procedure shall be established to define requirements for a) reviewing nonconformities (including customer complaints), b) determining the causes of nonconformities, c) evaluating the need for action to ensure that nonconformities do not recur, d) determining and implementing action needed, e) records of the results of action taken (see 4.2.4), and f) reviewing the effectiveness of the corrective action taken. Objective evidence: 1. CA 2012-17/ 2012-27 related to clock spring issue for U38X program is documented as closed in the plant CA log, but there is no evidence of closure from supplier- Commercial Spring. Also on follow-up, it was found that the containment actions at the plant and supplier is still in place and corporate purchasing is still following up the issue with the supplier. 2. CA 2012-37 identified the root cause due supplier part NC (Theta), but there is no evidence of supplier corrective action and yet the corrective action has been closed at the plant.	

Ref	Area/Process	Clause
A754751/3	QA-Plant PPAP	7.3.3.2/ AIAG FMEA manual
Details:	The PPAP process with respect to core tools usage was not consistent in implementation. ISO/TS requirements 7.3.3.2 Manufacturing process design output	

	The manufacturing process design output shall be expressed in terms that can be verified against manufacturing process design input requirements and validated. The manufacturing process design output, shall include ☐ specifications and drawings, ☐ manufacturing process flow chart/layout, ☐ manufacturing process FMEAs, ☐ control plan (see 7.5.1.1), ☐ work instructions, ☐ process approval acceptance criteria, ☐ data for quality, reliability, maintainability and measurability, ☐ results of error-proofing activities, as appropriate, and ☐ methods of rapid detection and feedback of product/manufacturing process nonconformities 7.3.1.1 Multidisciplinary approach The organization shall use a multidisciplinary approach to prepare for product realization, including ☐ development/finalization and monitoring of special characteristics, ☐ development and review of FMEAs, including actions to reduce potential risks, and ☐ development and review of control plans. Objective evidence: Although the usage of core tools were evidenced, the following issues were found on evaluation of PFMEA (rev dated 11-June-2012) for the U38X program. 1. Components receiving process is not correctly defined, i.e. all the received components are defined with their manufacturing process with their failure modes that is not applicable to this facility. 2. All the QC inspection identified in the PFMEA under process controls are defined as prevention controls instead of detection controls. Note: The FMEA's are developed by corporate and maintained by the manufacturing plants and the understanding of this tool at the plant level is weak as noted above.

Ref	Area/Process	Clause
A754751/4	QA-Calibration	7.6
Details:	The calibration process was not consistent in implementation. ISO/TS requirements 7.6 Control of monitoring and measuring equipment The organization shall determine the monitoring and measurement to be undertaken and the monitoring and measuring equipment needed to provide evidence of conformity of product to determined requirements. The organization shall establish processes to ensure that monitoring and measurement can be carried out and are carried out in a manner that is consistent with the monitoring and measurement requirements. Where necessary to ensure valid results, measuring equipment shall a) be calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; where no such standards exist, the basis used for calibration or verification shall be recorded (see 4.2.4); b) be adjusted or re-adjusted as necessary; c) have identification in order to determine its calibration status;	

	Objective evidence: On review of calibration of the newly purchased Moticam microscope used for cut & etch weld test, the following issues were found. 1. The calibration certificate available for the calibration slide does not have any traceability to the slide. 2. There is no id on the slide/ moticam indicating the status of calibration of the device. 3. The frequency of verification of the device using the slide is not defined.

TS16949 Additional Scope Requirements

Customer-specific requirements audited for each site:

Ford- only service parts, Johnson Controls (JCI), Lear Corporation, Magna, Intier

Supplier codes allocated to each site by OEM customers (as appropriate):

Ford- EPK3B
Lear- 779600-040
JCI-354591 & 307858
Intier- WINS01 & WIND02
Magna, Detriot--WIND01

Permitted exclusions for each site:

None

Are there any support locations to be included in certification?:

Yes

Enter audit date(s) and report number(s) under which these location have been/will be audited:

Windsor Machine & Stamping (2009) Ltd.-Corporate Office-WINDSO-0047322165-006-5-Apr-2012 & 28-June-2012 /SMO 7686852 & 7820171

Ellis Tool-WINDSO-0047322165-005- 5-Apr-2012 & 28-June-2012 / SMO 7686845 & 7820170

Identify support activities provided at these locations:

Windsor Machine & Stamping (2009) Ltd.-Corporate Office-WINDSO-0047322165-006-Product Design, Sales, Quality Planning and Purchasing.

Ellis Tool-WINDSO-0047322165-005- Manufacture of Tools, Machines and Prototype parts.

Shift Details

Site		Shift 1	Shift 2	Shift 3	Shift 4	Night shift	Week-end	Total site employees
WMG-Plant 3	Exists?	✓	✓	✓				101

	Audited?	✓	✓	✓				
	Justification required if shift exists but not audited							

Assessment Participants

On behalf of the organization:

Name	Position
Marc Charron	Plant Manager
Simon Cheng	QA Manager-Plant
Ana Chau	Quality Assistant-PPAP Coordinator-Corporate
Dereck Ward	Maintenance Manager
Shawn Church	Materials Manager
John Little	Quality Coordinator-Corporate

The assessment was conducted on behalf of BSI by:

Name	Position
Ganesh Natarajan	Team leader

Continuing Assessment

The program of continuing assessment is detailed below.

Site Address	Certificate Reference/Visit Cycle	
Windsor Machine & Stamping (2009) Ltd. G & R Cold Forging Plant 3 7085 Smith Industrial Drive Amherestburg Ontario N0R 1J0	TS 543510	
	Visit interval:	12 months
	Visit duration:	16 hours and alternately 20 hours
	Next re-certification:	06/01/2011

Canada		

Re-certification will be conducted on completion of the cycle, or sooner as required. An entire system re-assessment visit will be required.

Re-certification Plan

		Visit 1	Visit 2	Visit 3	Visit 4	Visit 5	Visit 6
Business area/Location	**Date (mm/yy):**	07/12	07/13	07/15			
	Duration (days):	2.5	2.5	3.5			
APQP/ PPAP-Planning - links to corporate		✓		✓			
Purchasing/Supplier Management-Links to corporate			✓	✓			
Production, Assembly, Inspections, Packaging		✓	✓	✓			
QA-Calibration		✓		✓			
Materials Management-Shipping/ Receiving			✓	✓			
Maintenance- Equipment/ Molds		✓		✓			
Training / HR			✓	✓			
Management Review, Cont. Improvement		✓	✓	✓			
Corrective and Preventive Actions, CC		✓	✓	✓			
Internal Audits		✓	✓	✓			
QMS Changes		✓	✓	✓			

Next Visit Plan

Visit objectives:

Surveillance assessment for ongoing conformance of the organization's QMS to the requirements of ISO/TS 16949 standard. Follow-up of NCR's issued during this visit (0.5 days)

Visit scope:

As per the assessment plan below

Date	Assessor	Time	Area/Process	Clause
07/22/2013	Ganesh Natarajan	0900	Opening Meeting	
	Ganesh Natarajan	0930	QMS Changes, Customer Satisfaction,	

			Management reviews, CI, IA, CA/PA	
	Ganesh Natarajan	1200	Lunch	
	Ganesh Natarajan	1230	QA-IA, CA- continued	
	Ganesh Natarajan	1400	Follow-up of NCR's from last audit	
07/22/2013	Ganesh Natarajan	1700	Feedback on Day 1	
07/23/2013	Ganesh Natarajan	0830	Purchasing/Supplier Management-Links to corporate	
	Ganesh Natarajan	1200	Lunch	
	Ganesh Natarajan	1230	Materials Management-Shipping/ Receiving	
	Ganesh Natarajan	1430	Training / HR	
	Ganesh Natarajan	1530	Production-afternoons	
07/23/2013	Ganesh Natarajan	1700	Feedback on Day 1	
07/24/2013	Ganesh Natarajan	0600	Production, Assembly, Inspections, Packaging- Nights/ Days	
	Ganesh Natarajan	1100	Auditor review and reporting	
07/24/2013	Ganesh Natarajan	1330	Closing Meeting	
07/24/2013	Ganesh Natarajan	1400	Audit Close	

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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