Assessment Report

Windsor Machine & Stamping (US) Ltd.

Report Author

Milena Dukic-Hrnjak

Visit Start Date

05/11/2009

Introduction

This report has been compiled by Milena Dukic-Hrnjak and relates to the assessment activity detailed below:

Visit ref/Type/Date/Duration	Certificate/Standard	Site address
7240961 Transfer assessment 05/11/2009 2 day(s) No. Employees: 17	TS 543689 ISO/TS 16949:2002	Windsor Machine & Stamping (US) Ltd. 26655 Northline Road Taylor Michigan 48180 USA

Client management system version(s):

Quality Policy Manual / August 24, 2006

The objective of the assessment was to conduct a re-certification assessment to ensure that all elements of the proposed scope of registration and entire requirements of the management standard are effectively addressed by the organization's management system.

Proposed scope of registration TS 543689 (ISO/TS 16949:2002)

Location	Scope
Windsor Machine & Stamping (US) Ltd. 26655 Northline Road Taylor Michigan 48180 USA	Manufacture and production of wire products, linkages and related assemblies.

Management Summary

Progress has been established towards registration. Any nonconformities that have been identified will need to be addressed before the next stage of assessment.

We are pleased to recommend that the scope of activities detailed in this report meet registration requirements. The recommendation will be independently verified within BSI. Upon verification your certificate of registration will be issued.

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

This Reassessment audit has resulted in an OPEN verdict. This can be converted to a RECOMMENDED verdict by 100% resolution of all

nonconformities detailed in this report, and verification of effectiveness of actions by BSI, within a 90-day period from the closing meeting of this Reassessment audit, as prescribed in ISO/TS16949 Scheme Rules. However, if all nonconformities are not verified as 100% resolved within the 90-day period, the OPEN verdict will be downgraded to NOT RECOMMENDED, and a complete certification audit, Stages 1 and 2 will be required. Root cause analysis is required for each nonconformity identified within this report, and corresponding corrective actions defined. In considering effective resolution of nonconformities, the system within which the nonconformity was observed should be reviewed, not just the nonconformity itself, to ensure the cause of the nonconformity has been addressed, not just the effect. Additionally, there should be a review to determine whether the actions taken to resolve the identified nonconformities can be applied to other similar processes and products, to prevent the same nonconformity occurring elsewhere within the organization.

Upon 100% resolution of all nonconformities within the 90-day period, the OPEN verdict will be converted to RECOMMENDED. The recommendation made will be subject to independent review by Head Office. On successful completion of this review, your ISO/TS16949:2002 certificate will be issued.

Corrective actions with respect to nonconformities raised at the last assessment have been reviewed and found to be effectively implemented.

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 06/03/2009 by e-mail or fax to your assessor, referencing the report number. Please send to milena.dukic@bsigroup.com or 519-967-9598.

Areas Assessed & Findings

Key Performance Indicators, Customer Feedback, Company Objectives

Corporate business strategy is updated at the end of July each year when fiscal year ends. Policy and operating and performance goals are reviewed by the corporate office and communicated to the plant. Targets are set and plant performance is tracked and compared to established targets on a monthly basis. The client is tracking the following: PPM, Delivery Performance, Continual Improvement and Cost Savings, Sales per Employee, Inventory Turnover, Plant Efficiency, Scrap, Cost of Poor Quality and Rework/sort hours. Reviewed the company's performance for the past 12 months and found them satisfactory. Customer scorecards were reviewed and found satisfactory. The processes were found to be effectively implemented and maintained.

Management Review, Continual Improvement, CA & PA, Internal Audits

Management review meetings are done on an annual basis. Reviewed the minutes from the meeting conducted on September 10, 2008. Standard agenda is used that covers all areas as per the standard and internal procedures. Action items are identified. Continual improvement projects are tracked and their status updated on a regular basis. Current focus is on enhancing lean manufacturing principles, eliminating waste and improving production efficiency. Reviewed several projects and analysis done before and after. Customer complaints were reviewed during the assessment. 8D format is used to determine the root cause, corrective and preventive actions. All corrective actions were effectively handled and closed. Quality alerts are used to communicate customer concerns to the employees on the floor. Overall, the processes were found to be effectively implemented and maintained.

The internal audit process is conducted by independent and trained auditors. Reviewed processes that were audited. The last set of audits identified one minor issue that remained open during the assessment. Process approach was used. Reviewed the records of

manufacturing process and product audits. All shifts were covered. Effectiveness of corrective actions for the one issue found during last internal audit will be followed up at the next assessment.

Planning - Linkages to Corporate

Planning process is done between corporate sales and planning team and project managers assigned to particular customer and/or program. Reviewed planning related to BC345A242KD and BC345A246BB scheduled to be launched in 2011. Recently revised Ford APQP format is being used to update the status of APQP stages (External Supplier APQP/PPAP Readiness Assessment). Updated format is sent to Ford on the 15th of each month. Observed time lines and found them satisfactory. Verified customer specific testing and inspection requirements long with identified special and critical characteristics. Overall, the processes were found to be effectively implemented and maintained.

Purchasing / Receiving Inspection

Initial supplier selection, evaluation and approval is conducted at the corporate office. Also, corporate office maintains the approved supplier list that is available to all the plants through the intranet. Releases are sent to approved vendors generally by fax. Client is maintaining copies of supplier certificates, CQI 11 and 12 self assessments and supplier PPAP files. Performance is tracked and summarized every two months. Quality, delivery, pricing and responsiveness is rated for all approved vendors and sent in a summary form to suppliers.
Receiving inspection is specified on the control plans. Reviewed records of receiving inspection for several components sampled during the assessment. Overall, processes were found to be effectively implemented and maintained.

Calibration, Gauge Control

Laboratory scope was reviewed and found to be satisfactory. Pro Gauge software is used manage calibration activities. List of gauges, frequencies of calibration along with procedures are defined. Calibration records for gauge blocks, form fixtures, micrometer, height gauge, weigh scales were reviewed and found to be satisfactory. All gauges are calibrated. Certificates of calibration for the gauges calibrated externally were reviewed. Also reviewed certificates of ISO 17025 accreditation for external labs used. Gauge R&R studies for variable and attribute gauges were reviewed and found to be satisfactory. Annual layout is managed through the Pro Gauge software - all parts sampled are up to date. The processes were found satisfactory.

Manufacturing

Production activities were reviewed during day and afternoon shifts. Production is driven by customer releases received on a weekly basis through EDI. Production schedules are prepared daily and given to shift supervisors. Verified operator instructions that were posted at work stations. Also reviewed packaging instructions and found them satisfactory. Labeling process was followed throughout. Work orders are prepared and stay with the job till the end. Inspection and testing activities were reviewed and found to be satisfactory - hourly checks done by operators were conducted as per the operator instructions and control plan requirements. Also reviewed first off inspections and found them satisfactory. Final inspection is done per control plan. Reviewed scrap tracking, handling and reporting process. Contingency plans were reviewed and found satisfactory.
On time delivery is 100% according to customer scorecards. Shipping and labeling processes were reviewed and found satisfactory. ASNs are sent through EDI - evidence was available in XENA. Overall, the process was found to be effectively implemented and maintained.

Training / HR

Reviewed records of training for several management and non-management employees (certificates and sign-in sheets). Job descriptions are documented for all positions within the company. Training matrix is used to show training received. Annual training plans are developed to track training needs. Training evaluation reports and tests used to assess training effectiveness. Also reviewed employee motivation and empowerment processes and found them satisfactory. Records of training delivered by corporate were not available for couple of samples taken during the assessment - see NC bellow.

Maintenance

Reviewed key equipment list and preventive and predictive maintenance activities as defined in the procedure. Daily, weekly, monthly, annual and bi-annual checks are done by maintenance personnel. Unscheduled maintenance and repairs are recorded indicating the downtime. Unscheduled maintenance is tracked on a monthly basis - target defined. Reviewed tooling management process. Customer owned tooling was clearly identified. Tooling status was identified. Predictive maintenance along with monthly PM records was not effectively maintained -see minor NCs bellow.

Minor Nonconformities Arising from this Assessment

Ref	Area/Process	Clause
A295239/1	Maintenance	7.5.1.4
Details:	The process for ensuring that preventive and predictive maintenance activities are done as planned was not effective in practice. Section 7.5.1.4 of ISO/TS 16949:2002 requires the organization to develop an effective planned total preventive maintenance system that includes preventive and predictive maintenance methods. Client has a documented procedure PR-MFG-004 that defines this process. During the assessment it was noted weekly greasing of the equipment (press #12) was not recorded as per the requirements. Also, it was not clear what predictive maintenance methods are used and how are they recorded (air compressors).	

Ref	Area/Process	Clause
A295239/2	Training	6.2.2
Details:	The process for ensuring that training records are maintained is not effective in practice. Section 6.2.2 of ISO/TS 16949:2002 requires the organization to maintain records of training. Evidence of conformance with this requirement could not be found for robotic training received by maintenance manager and shipping training received by materials manager.	

TS16949 Additional Scope Requirements

Customer-specific requirements audited for each site:

FORD, LEAR CORPORATION

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

Ford - W739J ; Lear - 779600-010

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:

Corporate Office – March 30, 2009 (SMO 7316455)

Ellis Tool – March 31, 2009 (SMO 7316454)

WM&S (US) – April 1, 2009 (SMO 7316456)

Identify support activities provided at these locations:

Windsor Machine & Stamping (2009) Ltd. (Corporate) – Sales, Planning, Purchasing

Ellis Tool & Die, A Division of Windsor Machine & Stamping (2009) Ltd. – Engineering / Design

Windsor Machine & Stamping (US) Ltd. – Distribution and Warehousing

TS16949 Shift Details

Site		Shift 1	Shift 2	Shift 3	Shift 4	Night shift	Week-end	Total site employees
Taylor, MI	Exists?	✓	✓					17
	Audited?	✓	✓					

Assessment Participants

On behalf of the organization:

Name	Position
Beth Muse	Quality Manager

The assessment was conducted on behalf of BSI by:

Name	Position
Milena Dukic-Hrnjak	Team leader

Continuing Assessment

BSI believes in a partnership approach that provides added value service. It is on this basis that we propose a program of continuing assessment as detailed below.

Site Address	Certificate Reference/Visit Cycle	
Windsor Machine & Stamping (US) Ltd. 26655 Northline Road Taylor Michigan 48180 USA	Certificate reference to be advised	
	Visit interval:	12 months
	Visit duration:	12 hours
	Next re-certification:	05/01/2012

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):	05/10	05/11	05/12			
	Duration (days):	1.5	1.5	2.0			
Planning - link to corporate			✓	✓			
Purchasing/Receiving Inspection			✓	✓			
Manufacturing		✓	✓	✓			
Calibration			✓	✓			
Maintenance		✓		✓			
Training/HR		✓		✓			
Management Review, CI, KPI		✓	✓	✓			
Internal Audits		✓	✓	✓			
Corrective & Preventive Actions, CC		✓	✓	✓			
Follow-up past BSI NCs (as required)		✓	✓	✓			
Reassessment				✓			

Next Visit Plan

Visit objectives:

Audit of the continuing suitability and continued effective implementation of the Quality Management System of Windsor Machine & Stamping (US) Ltd. in meeting the requirements of ISO/TS16949:2002, 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/TS16949:2002, plus associated support documentation and additional customer requirements (as appropriate).

Date	Assessor	Time	Area/Process	Clause
05/10/2010	Milena Dukic-Hrnjak	8:30	Opening Meeting	
05/10/2010	Milena Dukic-Hrnjak	9:00	Key Performance Metrics	
05/10/2010	Milena Dukic-Hrnjak	10:00	Quality Management Systems - Performance measurables, Continuous improvements, Customer Satisfaction, Internal Audits Customer Issues, Corrective Actions, Preventive Actions, Management Review	
05/10/2010	Milena Dukic-Hrnjak	12:00	Working Lunch	
05/10/2010	Milena Dukic-Hrnjak	12:30	Quality Management Systems - continued	
05/10/2010	Milena Dukic-Hrnjak	2:00	Manufacturing - Day & Afternoon Shifts	
05/10/2010	Milena Dukic-Hrnjak	4:30	Daily Wrap-up	
05/11/2010	Milena Dukic-Hrnjak	8:00	Maintenance	
05/11/2010	Milena Dukic-Hrnjak	9:30	Training / HR	
05/11/2010	Milena Dukic-Hrnjak	10:30	Follow-up, Report Preparation	
05/11/2010	Milena Dukic-Hrnjak	11:30	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.

If you wish to distribute copies of this report external to your organization, then all pages must be included.

BSI, its staff and agents shall keep confidential all information relating to your organization and shall not disclose any such information to any third party, except that in the public domain or required by law or relevant accreditation bodies. BSI staff, agents and accreditation bodies have signed individual confidentiality undertakings and will only receive confidential information on a 'need to know' basis.

'Just for Customers' is the website that we are pleased to offer our clients, designed to support you in maximizing the benefits of your BSI registration - please go to www.bsiamericas.com/JustForCustomers to find out more.

Should you wish to file an appeal then this must be completed in writing and to the address below. The appeals process will be completed within 30 days of the date of this report.

As part of BSI's Terms, it is necessary for you to notify BSI of any of the following: Major changes to Management System; Change of ownership, merger or acquisition; Significant change to employee numbers; Introduction of new products/processes; Introduction of new customers; Initiation of customer-enforced sanctions. Notification should be made to your Client Manager within 5 business days of occurrence. Your Client Manager will evaluate the impact of the notification, review this with the BSI Scheme Manager and contact you as necessary to discuss any additional activities required as a result.

Should you wish to speak with BSI in relation to your registration, please contact our Operations Support Team:

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