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SUPPLIER MANUAL

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1. INTRODUCTION

ITW Deltar intends to continually improve our quality performance with the aim of providing defect free products which are delivered on time and satisfy our customers' needs and expectations.

We cannot achieve this result alone – we need the assistance of our suppliers. ITW Deltar is committed to working with our suppliers in a partnership to assist them to improve their systems and help assure their success by satisfying our needs and expectations. This in turn will enable us to meet our customers' expectations, resulting in a “win win” situation for all involved.

1.1 ITW DELTAR'S COMMITMENT TO OUR SUPPLIERS

ITW Deltar is committed to:

- encourage and support our suppliers.
- assist them to understand our requirements and to assist them to improve their ability to meet them.
- ensure their long term viability by sharing our success with them.

1.2 COMMITMENT REQUIRED BY OUR SUPPLIERS

ITW Deltar suppliers are required to:

- comply with all requirements of this manual.
- continually seek improvement in processes, products and services.
- work with ITW Deltar to improve our collective performance.
- work towards achieving and maintaining Toyota Australia Security Requirements for Level B Security.

1.3 GLOBAL COMPETITIVENESS

The Australian automotive industry is no longer isolated and protected from the rest of the world. To be successful in the marketplace ITW Deltar has to compete with the rest of the world in both price and quality.

To this end ITW Deltar are under constant pressure to continually improve our services to our customers and to provide them with annual cost downs.

To enable us to meet our customers' pricing requirements we need a commitment from our suppliers to give ITW Deltar annual cost downs. It is not expected that suppliers simply reduce selling price and therefore their profit, but that suppliers make gains by improving productivity and general process efficiencies.

Cost downs for the life of the product will be specified in the purchase order or agreement drawn up and prices will be adjusted accordingly in January each year.

2. REQUIREMENTS FOR NEW AND CURRENT SUPPLIERS

2.1 APPROVED SUPPLIER LIST AND PERFORMANCE RATINGS

ITW Deltar purchases goods for use in manufacturing only from suppliers on our Approved Supplier List.

Suppliers on this list are those who (1) are certified to ISO9001 and/or TS16949; and (2) comply with ITW Deltar's requirements for quality, price, delivery and service.

ITW Deltar monitors each supplier's performance monthly, and notifies the supplier of their performance every six months via our [Supplier Rating Form](#).

For supplier rating guidelines refer to our [Supplier Selection and Evaluation Procedure P7B](#).

If the overall quality performance of a supplier consistently falls below ITW Deltar expectations, then ITW Deltar may reduce or discontinue business with this supplier.

Where a supplier is itself subcontracting services to another company, the supplier is responsible for ensuring that the quality control is at a level that will assure conformance to current drawing and engineering specification requirements.

A supplier may not introduce any change of sub-supplier or sub-supplier process without prior formal written approval from ITW Deltar (refer to section 2.3).

ITW Deltar have expectations that a supplier that handles sensitive data conforms to [Toyota Level B Security requirements](#). If the supplier does not already fully conform he is expected to work toward it.

2.2 ADVANCED PRODUCT QUALITY PLANNING (APQP)

2.2.1 General

The supplier shall establish and implement an advanced product quality planning process and use appropriate techniques identified in the AIAG Advanced Product Quality Planning and Control Plan reference manual.

2.2.2 Feasibility Reviews

The supplier shall conduct initial feasibility studies prior to contract acceptance to gain a confidence level in being able to produce a quality part through:

- Previous product history
- Previous machine capacity
- All gauging requirements are met as per control plan
- Final review of all contractual requirements

Suppliers are expected to comprehend all the drawings and specification requirements submitted by ITW Deltar. If a problem of interpretation or understanding occurs, suppliers are expected to contact Product Development or the QA Manager to clarify ITW Deltar's requirements.

2.2.3 Failure Mode & Effects Analysis (FMEA)

The supplier shall develop process FMEA's on their own processes. Refer to the AIAG Potential Failure Mode and Effects Analysis reference manual for guidance. Approval for other FMEA formats should be obtained from ITW Deltar.

2.3 PRODUCTION PART APPROVAL PROCESS (PPAP)

2.3.1 General

- a. The intent of the PPAP is for the supplier to table evidence to ITW Deltar that parts are correct to drawing and any associated specifications AND that the production process has the potential to produce parts meeting these requirements.
- b. Suppliers shall comply with all the requirements (including forms) of the AIAG Production Part Approval Process (PPAP) requirements manual, unless otherwise specified in this Supplier Manual.
- c. Level 3 submissions are required unless the supplier is specifically advised otherwise in writing by the ITW Deltar Product Development Department. PPAP records and relevant quality records to be kept by supplier for product life plus one year.
- d. Parts shall be produced from "production tooling". No hand or non standard operations are allowed.
- e. The minimum run size for a PPAP is 300 unless otherwise agreed in writing by ITW Deltar Product Development Department. (Not applicable to tooling suppliers.)
- f. The ITW Deltar Product Development Department advises suppliers of key planning due dates, including the PPAP submission date. Tooling suppliers are advised by the Tooling Engineer.
- g. The supplier is responsible for meeting all applicable specifications. If any results are outside specifications, the supplier should not submit the relevant parts and/or documentation. The supplier should make every effort to correct the process so that all design record requirements are met. If the supplier is still unable to meet all of the requirements, the supplier must contact ITW Deltar for determination of the corrective action plan. This may include obtaining a concession from ITW Deltar until the nonconformities are addressed.

2.3.2 Initial Submissions

The supplier should submit the following items to ITW Deltar for approval (unless otherwise advised in writing by ITW Deltar's QA Manager or Product Development Department):

a. Part Submission Warrant (PSW)

Complete a separate [Part Submission Warrant](#) for each part number. (Not applicable to tooling suppliers.)

b. Samples

Unless otherwise specified, six sample parts are required for each submission. These parts shall be suitably identified. (Not applicable to tooling suppliers unless they conduct the die trials.)

c. Design Records

Design drawings and authorised engineering change documents (eg process change notes) not yet incorporated in design drawings.

d. Dimensional Data

Actual results for one part for all dimensions noted on the design record. For multi cavity tools results for each cavity are required. For attribute checks results for 10 parts are required.

e. Material Tests

Material test certification for all parts and product materials where chemical/physical/metallurgical requirements are specified, eg plating. If the supplier cannot perform any of the checks/tests he/she shall procure the services from a NATA accredited laboratory.

f. Performance Testing

Where performance or functional requirements are specified performance testing shall be performed by accredited laboratories, eg NATA accredited laboratories.

g. Process flow diagram and control plan

Stating all process checks/ sampling size/frequencies. Refer to the AIAG Advance Product Quality Planning & Control Plan reference manual.

h. Process Capability Studies

ITW Deltar identifies special characteristics with *either a:*



or



symbol or the various symbols used by our customers, eg Ford's inverted delta. Suppliers shall conduct preliminary process capability studies for these characteristics and provide ITW Deltar with the results of the studies. Refer to the AIAG SPC reference manual. A potential process capability index (Ppk) of >1.67 is required prior to submission for all these characteristics that can be evaluated using variables data. If this cannot be obtained prior to the part submission date a corrective action plan must be supplied. (Not applicable to tooling suppliers.)

i. Gauging

- (i) Test methods
- (ii) Repeatability and Reproducibility (R&R) studies to be performed on all variable data gauging. Refer to the AIAG Measurement Systems Analysis reference manual.

j. Tooling Checklist

Tooling Suppliers must submit a completed [Tool Pre-Delivery Checklist](#) with the delivery of the tool.

Payment for the tool will be made only after receipt of all documentation by ITW Deltar.

2.3.3 Transferred Moulding or Assembly Processes

For transferred moulding or assembly processes the minimum requirement for the PPAP will be:

- Six full shots or assemblies
- Completed Production Part Approval report (SIR) to the requirements of the ITW Deltar drawings for the six samples.
- Completed [Part Submission Warrant](#).

2.3.4 PPAP (OTS) Approval

When a part is approved, the Part Submission Warrant is signed off by ITW Deltar. The Technical Officer will advise the supplier that the part is approved and will forward to the supplier the approved OTS part with an OTS tag and an approved PPAP Part Submission Warrant. This will become the supplier's "Master Reference."

Parts may also be given preliminary disposition pending approval by ITW Deltar's customer. This will enable the supplier to supply production parts in line with the ITW Deltar schedule.

2.3.5 Resubmissions

Suppliers shall submit samples to ITW Deltar for approval, unless otherwise notified in writing, whenever any of the following circumstances arise:

- ITW Deltar changes the specification of an existing product.
- Any changes are made to the type of material used.
- Any changes are made to the method of manufacture.
- Additional rework or replacement tooling is used.
- A major repair is carried out on a tool.

No production shipments may be made to ITW Deltar until Product Development has indicated in writing their approval of the samples.

2.4 PROCESS CONTROL

The supplier shall, as a minimum, include the following as part of their process control except where written approval is obtained from ITW Deltar Product Development Department.

2.4.1 Control Plan

This is the master document for controlling all processes from receiving inspection through to final dispatch. Control plans shall include any special characteristics.

2.4.2 Raw Materials

- a. Batches of raw material shall be recorded against the individual material part number.
- b. Raw material shall only be approved for use after ensuring test certification conforms to specifications.
- c. Material shall be used on a first in first out basis (FIFO).

2.4.3 First Off Checks

- a. Machine input parameters as per master set up sheet.
- b. Visual check against master sample.
- c. Checks as per the control plan.
- d. First off part to be labelled and left at machine/station.

2.4.4 SPC (Statistical Process Control)

- a. Suppliers shall monitor all special characteristics by SPC unless otherwise agreed to in writing by ITW Deltar. The supplier shall maintain process capability $C_{pk} > 1.33$ as a minimum.
- b. For determining the appropriate methods of SPC refer to the AIAG SPC reference manual.

2.5 CONTINUAL IMPROVEMENT

Suppliers should develop and implement a continual improvement philosophy throughout their organisations. This should lead to specific improvement plans related to processes important to ITW Deltar, addressing the following priorities:

- Reductions in concerns impacting on ITW Deltar (eg quality rejections, late deliveries, etc).
- Internal quality rejects.
- Improvements in process stability and capability.
- Elimination of waste.

2.6 IDENTIFICATION AND TRACEABILITY

2.6.1 Labelling

- a. Product packaging labels shall be **as per FAPM / FCAI requirements** - Standard FAPM/FCAI Label with the ITW Deltar Part Number, Batch Number and Quantity barcode on each label.

The convention for the barcode is **Code 39** with no spaces between the characters.

The quantity should be no greater than 5 characters in length with no leading zeroes or corners.

Height of barcode is to be no less than 6.5mm.

Minimal label data is as per below:

- ITW Deltar part number
- Batch identification
- Quantity
- Supplier identification
- Date of manufacture.

EXAMPLE OF PACKAGING LABEL SHOWING THE MANDATORY FIELDS



- The supplier shall have the ability to print the label with bar code identification, as per the label example showing mandatory fields.
- All tooling supplied to ITW Deltar must be branded as specified on the Tool Drawing and [Tool Pre-Delivery Checklist](#).

2.6.2 Breakpoint Identification

The first delivery of parts after raising a quality concern or for any change or resubmission specified in Section 2.3.5, such as a design change, shall be identified with FCAI breakpoint labels (or similar). The supplier shall submit written notification to ITW Deltar prior to the breakpoint delivery.

Example of Breakpoint Label:

PART NUMBER 3R73A266B22AC		
RAISED BY CECILIA LOUEY	QUANTITY 30	DETAIL OF CHANGE PRE – DRILL HOLE SIZE TO 4.1MM
ATTENTION TO SALLY WEARMOUN		
BREAK POINT DATE 22/11/05		
APPROVED/CONCESSION APPROVED		CHANGE REFERENCE No. 21/11/05
		ISSUE LEVEL
SUPPLIER ITW DELTAR		

2.6.3 Batch Traceability

Suppliers shall be able to directly correlate a raw material batch to the final product. Records of such shall be made available upon request.

2.7 PACKAGING & DELIVERY

- Packaging shall be as per ITW Deltar contractual agreement. Unless otherwise specified, Chep hire/dehire crates are the preferred method of packaging.
- The weight of individual containers shall conform to the Occupational Health, Safety and Welfare Regulations of the relevant state(s) of Australia.
- Pre-production packaging trials shall be conducted to ensure that the integrity of the product is maintained between the supplier and ITW Deltar.
- The handling, packaging and delivery of goods shall be in a manner to ensure their quality. Costs incurred due to damage during delivery will be charged to the supplier.
- The supplier shall monitor excess freight costs and take appropriate action when necessary.
- Delivery dockets shall state the ITW Deltar Part Number and Supplier's Batch Number (this could be the date of manufacture). Delivery dockets for tooling shall also contain the Tool Number.

2.8 RECORDS

- All quality and other records shall be kept by suppliers and sub-suppliers for a minimum of ten years. Records shall be made available to ITW Deltar within 24 hours of request.

- b. ITW Deltar shall have the right to verify suppliers and sub-supplier's product quality and documentation at their or our premises.

2.9 PRODUCT CERTIFICATION

In some instances, suppliers may have to furnish ITW Deltar with written certification that their products conform to drawings and specifications.

2.10 NONCONFORMING PRODUCT

2.10.1 Quality Problems at the Supplier's Site

Suppliers must notify ITW Deltar:

- (a) if there is a possibility that nonconforming parts have been despatched to ITW Deltar;
or
- (b) if there is a possibility of a line shortage or stoppage due to the supplier not being able to meet call up requirements.

2.10.2 Quality Problems at ITW Deltar

- a. Suppliers must not rely on ITW Deltar quality effort to detect defects in shipments of goods, raw materials and services made to ITW Deltar.
- b. Where ITW Deltar identifies nonconforming product, ITW Deltar will notify the supplier. ITW Deltar may raise a written Corrective Action Request (CAR) as formal written communication. Refer to [Corrective Action Request](#).
- c. The supplier shall respond in writing to the CAR within the specified time limit. The response shall be on the supplier's CAR form or on the ITW Deltar's CAR form. "Mistake-proofing" should be part of the corrective actions.
- d. Suppliers are responsible for supplying product that complies with all ITW Deltar specifications. Where nonconforming product is identified at ITW Deltar, the supplier is expected to sort all suspect parts and provide replacement parts in a timely manner. Under special circumstances a sort may be undertaken by ITW Deltar and charged to the supplier's account.
- e. Where ITW Deltar return parts to the supplier, ITW Deltar will raise a *Request for Issue of Credit*. The ITW Deltar Accounts Department will adjust any payments to the supplier accordingly.

2.11 CUSTOMER SUPPLIED PRODUCT

Where ITW Deltar provides the supplier with tooling, gauges or product for further processing, the supplier must ensure that the items are clearly identified, stored and handled in a manner to avoid damage.

Unprocessed or rejected product shall be returned, with the reason for return and the quantity clearly identified.

2.12 ENVIRONMENTAL MANAGEMENT SYSTEM

ITW Deltar has an Environmental Management System (EMS) which is designed to meet the requirements of the international standard ISO 14001.

2.12.1 ITW Deltar's Environmental Policy Statement:

"ITW Deltar manufactures injection moulded plastic components and assemblies for the Automotive Industries.

In conducting our operations we commit to being a responsible corporate citizen in protecting the environment.

It is our intent to comply with accepted environmental practices, including the commitment to meet or exceed applicable legal and other requirements, to strive for improvement in our environmental management system and to minimise the creation of wastes and pollution.

This will be achieved through awareness training, which will enable our employees to manage our processes and our materials in order to reduce the environmental impacts associated with our work.

ITW Deltar is committed to practise sound and accountable environmental management by implementing an Environmental Management System, certified to ISO 14001, that is integrated with our normal business operations in the interests of our employees, customers, suppliers and the community in which we operate.

Our main objectives are to:

- *Provide training to encourage our employees to be environmentally aware enabling us to achieve and maintain certification to ISO14001.*
- *Reduce Greenhouse Gas emissions by Improve the efficiency of energy consumption.*
- *Reduce, reuse or recycle waste and packaging.*

The policy will be communicated to all parties interested in the performance of our environmental management system."

Suppliers (and their suppliers) are required to comply with ITW Deltar's environmental policies and procedures.

Suppliers must be aware of the importance of compliance with all relevant environmental legislation and regulations, and the consequences of non-compliance.

Where appropriate, suppliers should use returnable or recyclable containers for supplying their product.

2.12.2 Basic Environmental Management Requirements for On-Site Suppliers:

- Suppliers shall not allow discharges to drains and/or to sewers without prior approval from ITW Deltar's Plant Engineer or the Environmental Management Representative.

- Suppliers shall provide adequate spill/release prevention for all bulk materials.
- Suppliers shall immediately notify the ITW Deltar Environmental Management Representative (Extension 204) or the Plant Engineer of any spills, releases, or other environmental incidents.
- Unless otherwise agreed by the ITW Deltar Environmental Management Representative, suppliers will remove and correctly dispose of all waste materials generated from their activities.
- Suppliers shall immediately notify the Environmental Management Representative or the Production Engineer of any abnormal conditions found during excavation at the facility. Visibly discoloured soils, soils with a discernible odour, and/or heavily stained concrete must not be removed from the site without prior approval of the Environmental Management Representative.
- If ITW Deltar personnel are required to work with potentially hazardous materials brought on-site by a sub-contractor, prior approval of the material by the Environmental Management Representative is required.
- Suppliers must be sensitive to the effects of noise, odour, light, fugitive dust emissions, and traffic movement to the facility and in the local community.
- Suppliers shall be required to prepare and maintain records pertaining to the work performed in accordance with environmental regulatory requirements, including record retention requirements.
- Suppliers shall ensure protection of the natural environment surrounding the work area.
- Suppliers shall ensure that all employees are properly trained on such things as the proper handling of material and equipment, proper response to incidents involving their material and general information relating to the ITW Deltar Environmental Management System.
- Suppliers shall obtain, prior to commencing work, all necessary environmental approvals or permits and present copies of such permits to ITW Deltar's Environmental Management Representative.

3. RELATED PROCEDURES AND FORMS

Note: ISO/TS16949 and AIAG Core Tools (eg, APQP, SPC, etc) can be purchased from the Federation of Automotive Products Manufacturers (FAPM) in Canberra. For further information and prices contact the FAPM on:

Tel: 02 6247 4177
Fax: 02 6257 4651
Email: info@fapm.com.au

Procedures / documents:

- [Supplier Selection and Evaluation Procedure P7B](#)
- [Corrective and Preventive Action Procedure P8A](#)
- [Toyota Australia Security Requirements for Level B Security](#)

Forms:

- [Breakpoint Label](#)
- [Corrective and Preventive Action Request \(CAR\)](#)
- [Packaging Label](#)
- [Part Submission Warrant](#)
- [Tooling Pre-Delivery Checklist](#)

4. CHANGE SUMMARY

Date	Change Summary
1-12-05	Released
14-5-08	1. Updated to reflect TS16949 (was QS9000) requirements 2. Updated to reflect changed procedures and forms
1-6-2009	Updated to include Toyota Security Requirements for Level-B

Title: **SUPPLIER SELECTION & EVALUATION P7B**
TS Section: 7 – Product Realization
Issue No: 7
Issue Date: 29/8/07
Author: Wai Leong

SCOPE

This procedure describes how we:

- select suppliers for inclusion on our Approved Supplier List
- evaluate and re-evaluate supplier performance.
- identification of 'high impact' suppliers and 'low impact' suppliers.
- provide feedback to ITW Deltar management for sourcing decisions and to assist in setting priorities for supplier development activities.
- provide feedback to suppliers for performance evaluation and to assist them in setting priorities for improvement activities.

RESPONSIBILITY

It is the responsibility of the Customer Supply Manager to ensure that this procedure is followed.

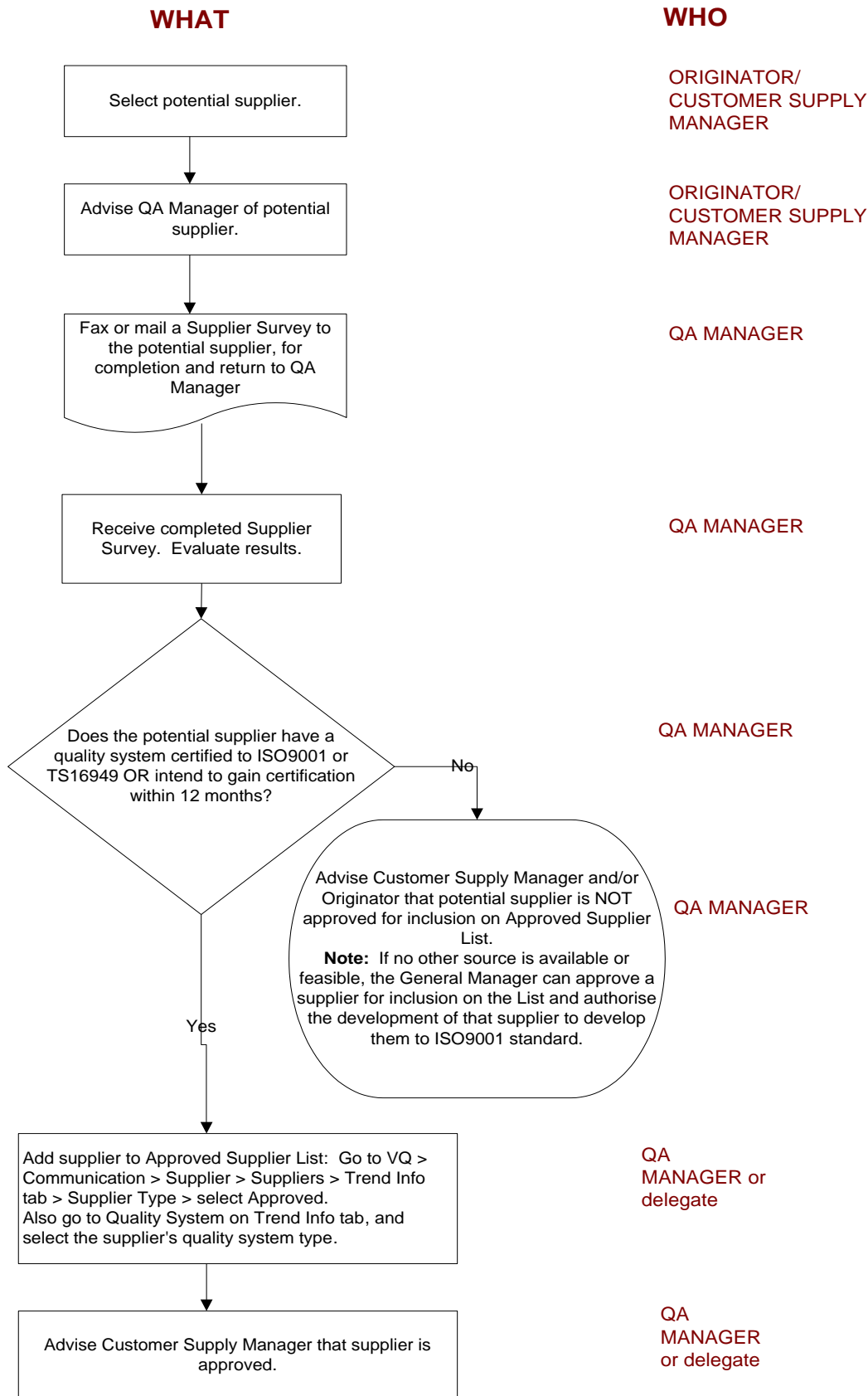
PROCEDURE

1. Selection of Suppliers for inclusion on Approved Supplier List

We select suppliers who are able to comply with our requirements for quality, price, delivery and service. This applies to suppliers supplying raw materials, resins and components that goes directly into the parts that are supplied to our customers subscribing to TS16949. This also includes suppliers supplying calibration services for production gauges.

It is a requirement of TS16949 that, unless otherwise specified by our customer, our suppliers should be certified to ISO9001 and/or TS16949.

SELECTING A SUPPLIER FOR INCLUSION ON OUR APPROVED SUPPLIER LIST



2. Supplier Evaluation

The Customer Supply Manager is responsible for ensuring that supplier performance is evaluated, monitored, and the results issued as per this procedure.

2.1 'HIGH IMPACT' AND 'LOW IMPACT' SUPPLIERS

High Impact Suppliers are defined as:

1. suppliers supplying parts with a SC and/or CC characteristics.
2. suppliers with a consistent past history of supply non-conforming parts.
3. supplier with a consistent past history of bad deliveries.
4. supplier with a consistent past history of poor response to quality concerns.

Suppliers that are not High Impact Suppliers are considered Low Impact Suppliers.

High Impact Suppliers shall be paid additional attention:

1. the QA Manager shall visit the supplier at least once a year if practicable and aspects of their shortcomings discussed.
2. if it is not practicable to visit, the supplier shall be asked to conduct a quality survey comparable to a Ford Manufacturing Site Assessment questionnaire.
3. previous shortcomings shall be closely monitored, any breach shall be discussed in a prompt manner with the supplier.

2.2 DATA COLLECTION

The Customer Supply Manager should generate results using the following criteria, and distribute the results to the supplier twice a year.

CRITERIA	MONITORING	SCORE UPDATE PERIOD
DP – Delivery Performance	Monthly	Six Monthly
QP – Quality Performance	Monthly	Six Monthly
RQ – Response to Quality Concerns	Monthly	Six Monthly
QS – Quality System	Annually	Six Monthly

2.3 RATING SYSTEM

DP – DELIVERY PERFORMANCE	30	Good	Zero delivery problem in period, ie 100% on time, correct quantity, no excess or premium freight used.
	20	Fair	One delivery problem in period.
	0	Poor	More than one delivery problem in period.
QP – QUALITY PERFORMANCE	30	Good	Zero quality problem in period, ie no corrective action requests raised.
	20	Fair	One corrective action request raised in period.
	0	Poor	More than one corrective action request raised in period.
RQ – RESPONSE TO QUALITY CONCERNS	20	Good	Prompt response to quality concerns. Root cause clearly identified and effectively addressed.
	15	Fair	Some delays in responding to quality concerns. Root cause identified and addressed.
	5	Poor	Significant delays in responding to quality concerns.
	0	Nil	No response.

QS – QUALITY SYSTEM	20	Good	3rd party certified to ISO 9001 or TS16949 as appropriate or if exempted by customer.
	15	Fair	Not certified. Action plan to achieve certification.
	5	Poor	Not certified. Formal quality system in place.
	0	Nil	No quality system in place.
MAXIMUM TOTAL:	100		

2.4 RATING

71 – 100	A	Preferred	-
50 – 70	B	Satisfactory	Improvement recommended. Request supplier to review their system and to make appropriate adjustments to correct any deficiencies.
0 – 49	C	Unsatisfactory	Improvement required. CAR to be raised and sent to supplier.**

** It is the responsibility of the Customer Supply Manager to highlight to the supplier in a timely manner any concerns with delivery performance, quality performance or specification that arise from monthly monitoring. This should be done via the prompt issue of a Corrective Action Request or a Request for Issue of Credit, as appropriate. (Refer to Corrective and Preventive Action Procedure P8A, and Credits Procedure P7V)

The Quality Assurance Manager will notify a supplier in writing where there are problems with slow response times to quality concerns.

2.5 SUPPLIER RATING FLOWCHART

WHAT	WHO
Monitor Delivery Performance monthly.	CUSTOMER SUPPLY MANAGER
Monitor Quality Performance and Response to Quality Concerns monthly.	QA MANAGER
Monitor Quality System <i>either</i> by sending <u>Form 241 Supplier Survey Fax</u> <i>or</i> by conducting phone survey.	CUSTOMER SUPPLY MANAGER
Calculate rating using the guidelines contained in this procedure.	CUSTOMER SUPPLY MANAGER
Enter the Supplier Rating into Visual Quality – refer to <u>Visual Manual MAN-14 – Supplier Rating</u> .	CUSTOMER SUPPLY MANAGER OR DELEGATE
Complete <u>Form 242 Supplier Rating Fax Advice</u> and send to appropriate supplier.	CUSTOMER SUPPLY MANAGER
Table results at Management Review meeting for use in developing appropriate supplier improvement actions.	OPERATIONS MANAGER

2.6 PRINTING APPROVED SUPPLIER LISTING

To view or print the Approved Supplier List, go to **Visual Quality > Communication > My Reports > Supplier List > Run**

Under “Supplier Type” enter APP (Approved).

This report can be printed and/or exported to Excel.

RELATED DOCUMENTS

[Credits Procedure P7V](#)

[Corrective and Preventive Action Procedure P8A](#)

[Form 241 Supplier Survey Fax](#)

[Form 242 Supplier Rating Fax Advice](#)

[Request for Issue of Credit](#)

[Form 127 Corrective Action Request](#)

[Visual Manual MAN-14 – Supplier Ratings.](#)

CHANGE SUMMARY

Issue No	Date	Change Summary
6	3-11-05	Released
7	29-08-07	1. Reference to TS16949 included. 2. 'High Impact' and 'Low Impact' suppliers added.

Title: **CORRECTIVE & PREVENTIVE ACTION P8A**
TS Section: **8 – Measurement, Analysis and Improvement**
Issue No: **8**
Issue Date: **10/12/2007**
Author: **Wai Leong**

SCOPE

To:

- Document and report an actual or potential non conformance to a specification, production drawing, procedure, environmental non-conformance or non-compliance, or other form of concern which may have an impact on the business; and
- monitor its corrective and preventive action.

The Corrective and Preventive Action Procedure is a tool for continual improvement within ITW Deltar, and forms part of our Endeavour Program.

RESPONSIBILITY

It is the responsibility of the Operations Manager to ensure that this procedure is implemented within the manufacturing areas.

The Quality Assurance Manager is responsible for handling customer/community quality or environmental complaints, and for ensuring the effectiveness of corrective or preventive actions.

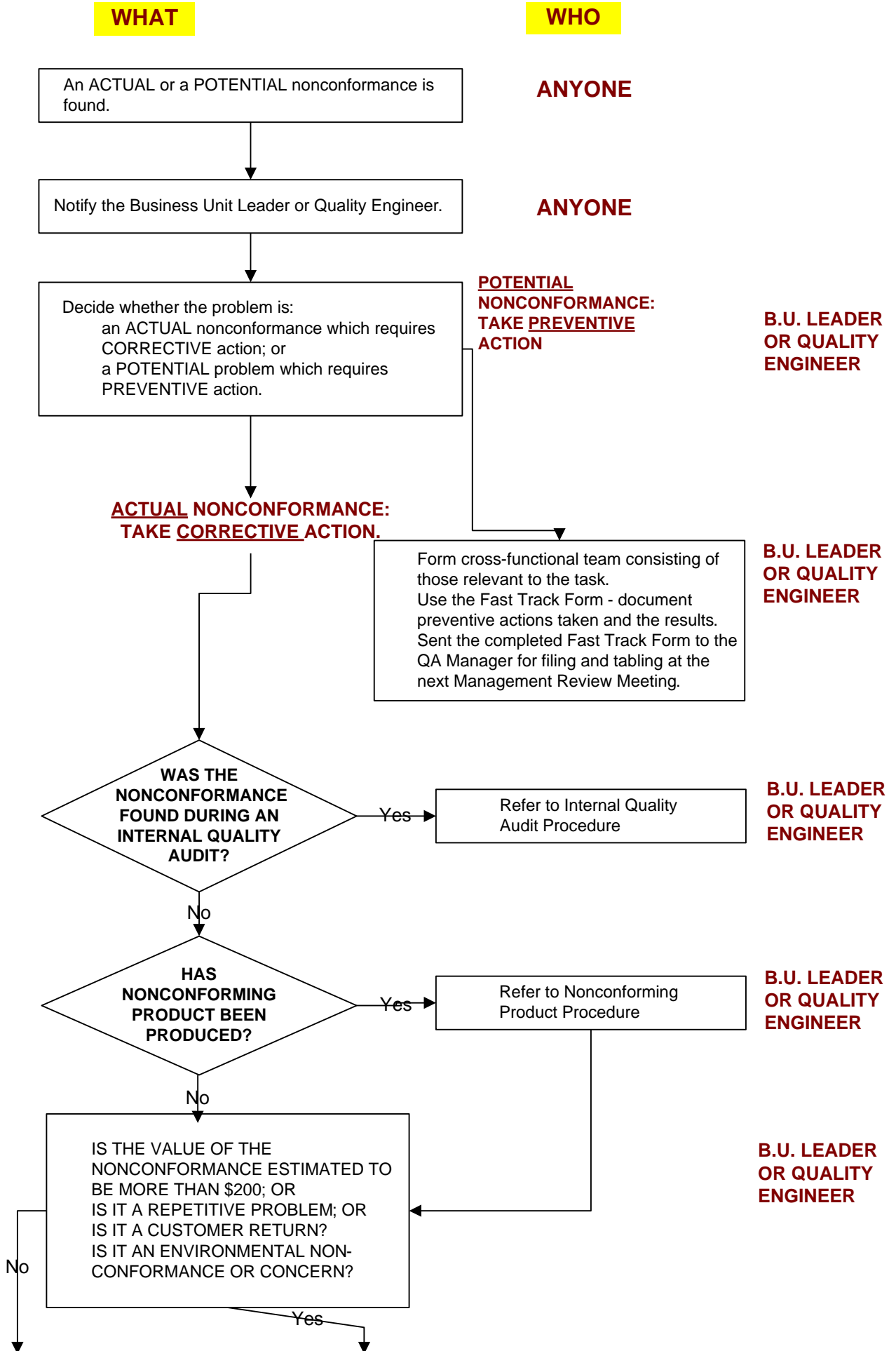
Each department manager or supervisor is responsible for following this procedure when a non-conformance is found within their area.

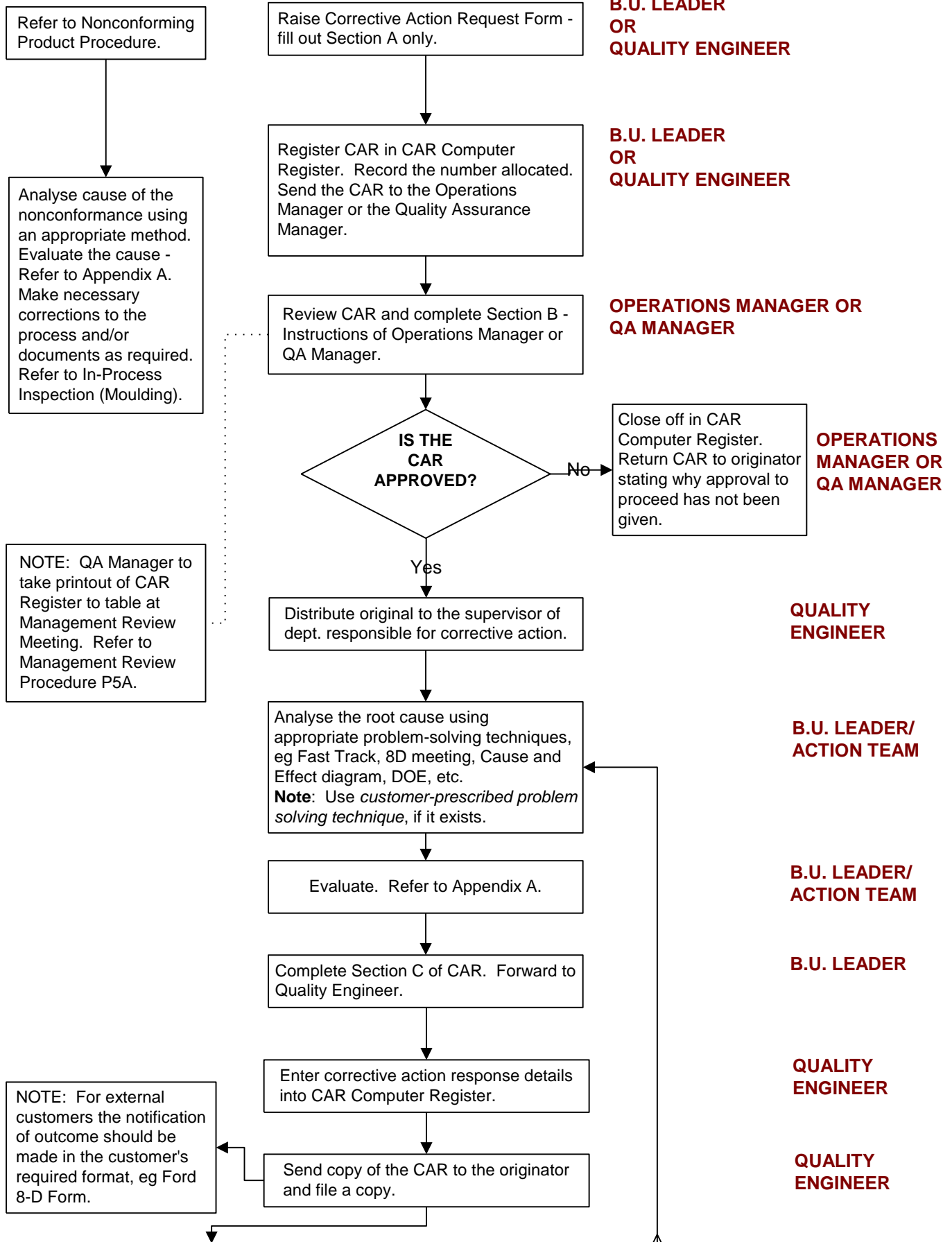
PROCEDURE

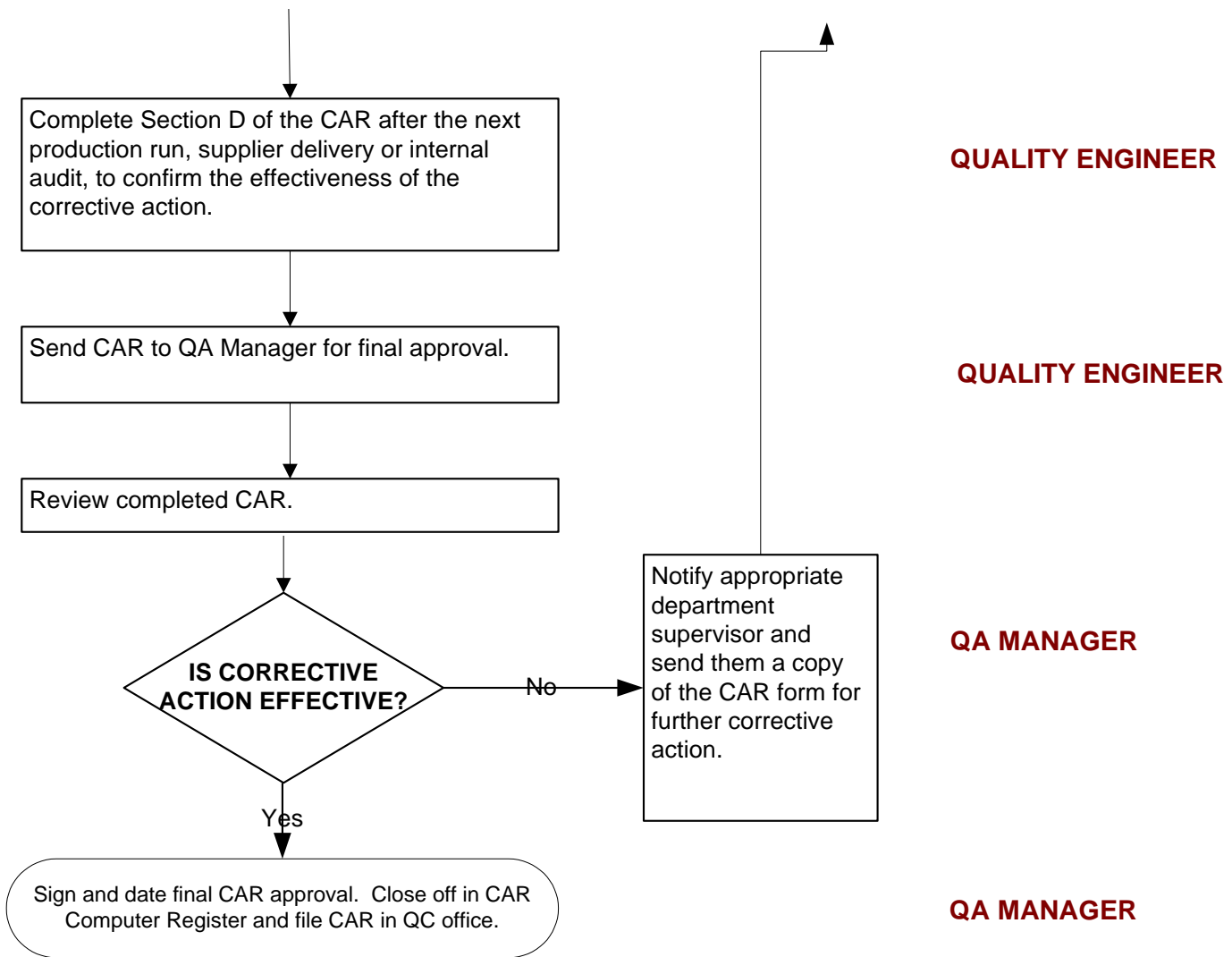
Refer to the flow chart below.

Note: Blank Corrective Action Request forms are available from Quality Engineer and QA Manager's office.

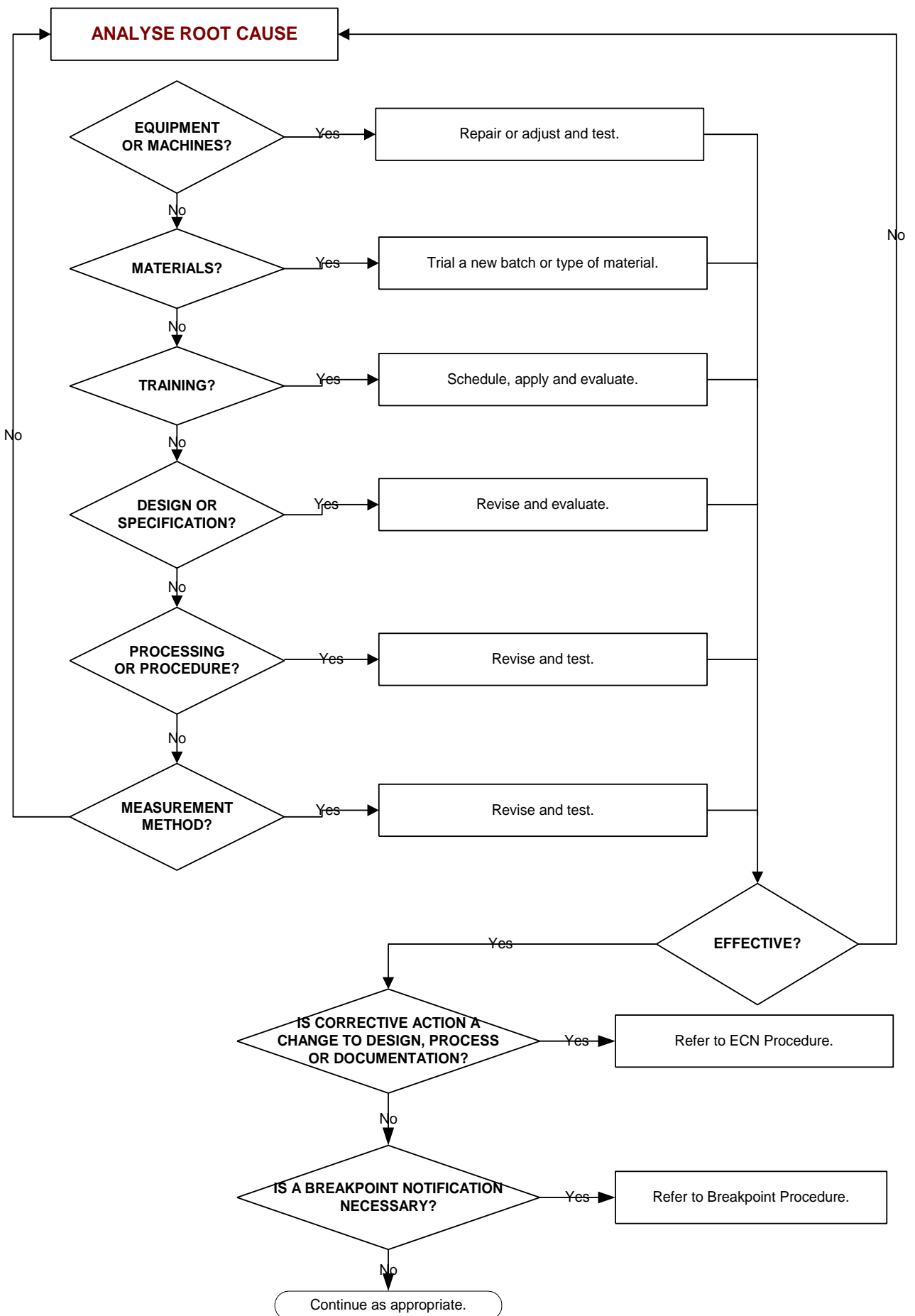
CORRECTIVE AND PREVENTIVE ACTION







APPENDIX A



RELATED DOCUMENTS

[Management Review Procedure P5A](#)
[Endeavour Program Procedure P8D](#)
[ECN Procedure P7G](#)
[Breakpoint Procedure P7L](#)
[In-Process Inspection Procedure \(Moulding\) P7S](#)
[Non Conforming Product Procedure P8B](#)
[Internal Audit Procedure P8C](#)
[Form 127 Corrective Action Request](#)
[Form 156 Fast-Track Problem Solving Form](#)

CHANGE SUMMARY

Issue No	Date	Change Summary
8	29-9-05	Released
9	10-12-07	'Continuous' changed to 'Continual' as per TS16949.

Toyota Australia Supplier Security Information Document

This document is intended as a supplement to the sample General Security Policy provided by Toyota Australia to local Suppliers. It provides a guide to the policy requirements involved in achieving Toyota's Security Level B.

Toyota Australia Security Requirements for Level B Security

1 – Management of Confidential Information

Your company has a documented policy around the secure management of information. Policy breaches are identified and recorded.

2 – Entry and Exit Control

Your company has a documented policy around Entry and Exit Controls within your facility that includes clarification of secure areas and access to these secure areas is restricted to authorized personnel.

3 – Restricted Items

Your company has a documented policy covering items staff / contractors can bring in and out of the facility (such as equipment, PCs, other electronic devices etc) and records the movement of such items in and out of the company?

4 – Control of Vendors and Contractors

Your company has a documented policy around the management and handling of unauthorized personnel and the entry and exit of such personnel is recorded to make such movement traceable at a later date.

5 – On Site Photography

Your company has a documented policy around taking photos on your premises and you keep a record of photographic events that is traceable at a later date.

6 – Management of Desktop PC's/Notebook Computers

Your company has a documented policy for management of Desktop PC's / Notebook Computers, covering measures such as Screen Lock function and password management, and training is given to staff to address knowledge or awareness gaps.

7 – External Communication and Firewall

Your company has a documented policy around the management of networks and firewall devices that includes specifying restricted addresses and types of communication, and a record is kept of all changes made to the network and firewall devices in a registry or a log.

8 – Authentication

Your company has a documented policy around maintaining unique user ID's for accessing the company network or other computer based systems and this policy is implemented in your company as a standard procedure.

9 – Server Security

Your company has a documented policy around maintaining security on company server devices or other critical devices and you perform periodic security patch management to ensure that all critical servers are protected from malicious activity.

10 – Information Transmission via the Internet or E-mail

Your company has a documented policy on maintaining security around information transmission via electronic means (such as the Internet or e-mail) and a log is maintained to enable traceability of transmission events.

11 – Education and Awareness

Your company implements education and induction programs around your company's security policy and processes for new Staff and carries out the same activities for vendors and contractors.

Cost implications

Toyota's Level B Security requirements involve cost-free or extremely low-cost measures, such as the purchase of stationary to enable record-keeping.

Global standard

Level B is the global standard introduced by Toyota as a requirement for all Suppliers worldwide. The specific wording of the various requirements can be adapted to local circumstances, but the standard represents a consistent set of security requirements to be met by all Suppliers.

Toyota's Security Levels

The two key levels in Toyota's Security Guidelines are levels A and B.

Level A is required for Toyota Head Office and Affiliates and involves strict management of confidential information and access control. Measures appropriate for Level A might include server-side technology to restrict the transmission of emails with attachments or the use of an electronic ID card system for employee entry and exit.

Level B is required for all Toyota Suppliers and involves the creation by Suppliers of a policy document detailing measures surrounding the use and management of confidential information and also record-keeping for important security-related events, such as photography, the use of portable electronic devices and the movement of confidential information in and out of the company. It does not presuppose any investment or expenditure on IT or general infrastructure.

Tier 2 Suppliers

Tier 1 Suppliers are responsible for ensuring that any Tier 2 Suppliers they do business reach and maintain Level B Security. If you are a Tier 2 Supplier please contact your Tier 1 Supplier for guidance and information on how to reach Level B Security.

CORRECTIVE ACTION REQUEST

SECTION A: DETAILS OF NONCONFORMANCE OR CONCERN		TYPE: [SELECT TYPE]
[SELECT RELEVANT REFERENCE NO]	QUANTITY:	<input type="checkbox"/> N/A
[SELECT RELEVANT NAME]	CUSTOMER PART NO:	<input type="checkbox"/> N/A
BATCH NO: <input type="checkbox"/> N/A	[SELECT RELEVANT DATE]	<input type="checkbox"/> N/A
ORIGIN OF COMPLAINT: [SELECT]	REQUEST RAISED BY:	
	DATE:	
DESCRIPTION OF NON CONFORMANCE OR CONCERN:		

SECTION B: INSTRUCTIONS OF QA MANAGER:
[e.g. stock transfer, immediate actions, etc.]

<input type="checkbox"/> RETURN STOCK TO SUPPLIER <input type="checkbox"/> 100% INSPECTION [INTERNAL STOCK] <input type="checkbox"/> 100% SORTED [EXTERNAL STOCK] <input type="checkbox"/> REPLACE NON-CONFORMING STOCK	<i>Other Instructions:</i>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------

ITW DELTAR TO CREDIT CUSTOMER? <input type="checkbox"/> YES <input type="checkbox"/> NO Credit Note No:	ITW DELTAR TO REQUEST CREDIT FROM SUPPLIER? <input type="checkbox"/> YES <input type="checkbox"/> NO Request for Issue of Credit No:
------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------

APPROVAL TO PROCEED WITH THIS CORRECTIVE ACTION REQUEST: <input type="checkbox"/> YES <input type="checkbox"/> NO	SIGNATURE:
----------------------------------------------------------------------------------------------------------------------	------------

SECTION C: CORRECTIVE ACTION RESPONSE
[SELECT] RESPONSIBLE FOR CORRECTIVE ACTION: _____
 Corrective Action Response is to be completed and returned to ITW Deltar QC Dept. within five working days.
 Tel: 03 9564 3204 / 3205 Fax: 03 9579 2862

IMMEDIATE ACTION: <i>Stock or Nonconformance has been:</i> <input type="checkbox"/> SORTED <input type="checkbox"/> REWORKED <input type="checkbox"/> QUARANTINED <input type="checkbox"/> SCRAPPED <input type="checkbox"/> REGROUND <input type="checkbox"/> OTHER	REMARKS RE IMMEDIATE ACTION:
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------

CAUSE OF NONCONFORMANCE OR CONCERN [Identify root cause]:

Is nonconformance due to failure of calibration of inspection, measuring or test equipment? YES NO

PERMANENT CORRECTIVE ACTION **Note:** *Mistake proofing should be part of the corrective action.*

PREVENT RECURRENCE OF THIS AND SIMILAR PROCESSES / DOCUMENTS TO BE REVIEWED:

DFMEA PFMEA PCP PRODUCTION DWG OTHER

NAME OF PERSON COMPLETING THIS SECTION:	BREAKPOINT DATE:
DATE:	

SECTION D: VERIFICATION [For completion by ITW Deltar]:

NEXT DELIVERY OR RESULT OF INTERNAL AUDIT: <input type="checkbox"/> CONFORMS <input type="checkbox"/> DOES NOT CONFORM	COMMENTS:
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DOCUMENTS UPDATED: <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> N/A	FINAL APPROVAL OF QUALITY ENGINEER/ MANAGER: DATE:
-------------------------------------------------------------------------------------------------------------	-------------------------------------------------------

*ENTER NUMBER GENERATED BY CAR COMPUTER REGISTER
 INSTRUCTIONS ON HOW TO USE THIS CAR ARE IN THE CORRECTIVE & PREVENTIVE ACTION PROCEDURE P8A

Form 127
Issued 30/8/07

Part Submission Warrant

Part Name _____ Cust. Part Number _____
 Shown on Drawing No _____ ITW Part Number _____
 Engineering Change Level _____ Dated _____
 Additional Engineering Changes _____ Dated _____
 Safety and/or Government Regulation Yes No Purchase Order No _____ Weight (kg) _____
 Checking Aid No. _____ Checking Aid Engineering Change Level _____ Dated _____

SUPPLIER MANUFACTURING INFORMATION

CUSTOMER SUBMITTAL INFORMATION

Supplier Name _____	Code _____	Customer Name/Division _____
Street Address _____	Buyer/Buyer Code _____	
City/State/Post Code/Country _____	Application _____	

MATERIALS REPORTING

Has customer-required Substances of Concern information been reported? Yes No n/a
 Submitted by IMDS or other customer format: _____
 Are polymeric parts identified with appropriate ISO marking codes? Yes No n/a

REASON FOR SUBMISSION (Check at least one)

- | | |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| <input type="checkbox"/> Initial Submission | <input type="checkbox"/> Change to Optional Construction or Material |
| <input type="checkbox"/> Engineering Change(s) | <input type="checkbox"/> Supplier or Material Source Change |
| <input type="checkbox"/> Tooling: Transfer, Replacement, Refurbishment, or additional | <input type="checkbox"/> Change in Part Processing |
| <input type="checkbox"/> Correction of Discrepancy | <input type="checkbox"/> Parts Produced at Additional Location |
| <input type="checkbox"/> Tooling Inactive > than 1 year | <input type="checkbox"/> Other - please specify below |

REQUESTED SUBMISSION LEVEL (check one)

- Level 1 Warrant only (and for designated appearance items, an Appearance Approval Report) submitted to customer.
 Level 2 Warrant with product samples and limited supporting data submitted to customer.
 Level 3 Warrant with product samples and complete supporting data submitted to customer.
 Level 4 Warrant and other requirements as defined by customer.
 Level 5 Warrant with product samples and complete supporting data reviewed at supplier's manufacturing location.

SUBMISSION RESULTS

The results for dimensional measurements material & functional tests appearance criteria statistical process package
 These results meet all design record requirements: Yes NO (if "NO" - Explanation Required)
 Mould / Cavity / Production Process _____

DECLARATION

I affirm that the samples represented by this warrant are representative of our parts which were made by a process that meets all Production Part Approval Process Manual 4th Edition Requirements. I further affirm that these samples were produced at the production rate of ____ / 8 hours. I also certify that documented evidence of such compliance is on file and available for review. I have noted any deviations from this declaration below.

EXPLANATION/COMMENTS: _____

Is each Customer Tool properly tagged and numbered? Yes No n/a

Supplier Authorised Signature _____ Date ____ / ____ / ____
 Print Name _____ Phone No. _____ Fax No. _____
 Title _____ E-mail _____

FOR CUSTOMER USE ONLY (IF APPLICABLE)

PPAP Warrant Disposition: Approved Rejected Other _____
 Customer Signature _____ Date ____ / ____ / ____
 Print Name _____ Customer Tracking Number (optional) _____

COMPLETED CHECKLIST MUST BE DELIVERED WITH TOOL

TOOL PRE-DELIVERY CHECK LIST

PREPARED BY : _____ DATE : _____
 CUSTOMER : _____ TOOLMAKER : _____
 PART NAME : _____ NO. OF CAV. : _____
 CUSTOMER P/N: _____ TOOL NO. : _____

QUESTIONS	YES	NO	N/A	REMARKS
STAMPING – CUSTOMER NAME, TOOL NO. & PART NO.?				
GENERAL SHARP EDGES & BEDDING BURRS REMOVED?				
PARTING LINE SHUT OFF?				
REGISTER RING IS MADE 0.1 UNDER IN OD FROM SPECIFIED?				
IS THE SPRUE PULLER UNDERCUT?				
IS THE SUBGATE POLISHED?				
RADIUS GIVEN AROUND THE SUBGATE?				
RADIUS AT RUNNER JUNCTIONS?				
AIR VENTS AT THE RUNNER ENDS?				
GATE SIZE IS AS SPECIFIED IN DRAWING?				
EJECTOR ASSEMBLY MOVEMENT IS FREE?				
WATER CIRCUITS CHECKED FOR LEAKS?				
ALL MOVING PARTS ARE GREASED?				
IS THE CAVITY IDENTIFICATION GIVEN ON EACH CAVITY?				
AIR VENTS FOR COMPONENT?				
SIDE CORE MOVEMENT IS FREE?				
CHECK OPERATION OF SLIDER BOLT STOP, BALL CATCHES AND SPRINGS?				
SIDE CORE AND WEDGE PLATE MATCHING?				
GUIDE PILLAR VENTING?				
ARE MOULD FEETS LONGER THAN WATER FITTINGS AT BASE OF MOULD?				
COOLANT INLET AND OUTLET STAMPED?				
MOULD CLEANED AFTER MATCHING, POLISHING & GRINDING?				
WATER FITTINGS RECESSED TO DRW SPEC. ?				
HAS THE TOOL BEEN POLISHED WHERE REQUIRED?				

FORM 250 Issued: 3/11/05

SIGNATURE OF TOOL MAKER