CZ

SUPPLIER MANUAL

4th ISSUE

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I. INTRODUCTION

This Supplier Manual of Česká zbrojovka a. s. describes and defines requirements concerning suppliers and serves as a Quality Agreement between Česká zbrojovka a. s. and its suppliers, which forms an integral part of any contractual relationship.

It is a common goal of the supplier and Česká zbrojovka a. s. to make sure that the products and services provided are in conformity with customer requirements through improving product quality and reliability.

Česká zbrojovka a.s. expects its suppliers to provide intense co-operation focused on prevention and quality assurance at all stages of the supplier process, particularly in the product development planning and implementation phase and in subsequent processes.

Scope of "Supplier Manual" of Česká zbrojovka a. s.

The Supplier Manual of Česká zbrojovka a. s. serves for defining requirements concerning suppliers of Česká zbrojovka a. s., while laying down procedures desirable for assuring timeliness of deliveries and quality of purchased products.

In principle, suppliers are responsible for quality of purchased products. This rule applies to the full scope of delivery. At the same time, the supplier is responsible for the existence of adequate quality management system.

Suppliers of Česká zbrojovka a. s. are expected to implement continuously and consistently the specified methods and procedures. This may be checked by Česká zbrojovka a. s. by means of supplier audits.

All suppliers should pass the requirements of the Supplier Manual to their sub-tier suppliers.

The main objective of Česká zbrojovka a. s. purchasing is to ensure steady quality of products and supplies within the required delivery dates and for the required prices in order that it is possible, as a result, to reduce the range of input inspection.

II. SUPPLIER QUALITY PLANNING

The supplier commits to plan, organise and carry out the production process and quality assurance at its own responsibility in order to make sure that all quality assurance requirements imposed on the product are met.

CONTACTS

It is a prerequisite for successful mutual co-operation based on trust between the customer and supplier to appoint contact persons of both parties in the following areas:
- QUALITY – to deal with quality assurance issues
- PURCHASING – to deal with delivery reliability issues (timeliness, completeness of deliveries).

CZUB requires that contact persons of the supplier are appointed during the inquiry stage.

EVALUATION CRITERION - "Percentage of defective units"

Unless otherwise specified, the evaluation criterion is set at the maximum of 1.5% of defective units. The average value achieved for 6 months shall be reflected into the regular half-yearly supplier evaluation.

III. Q DOCUMENTS

The supplier is required to prepare the following documents:

CONTROL PLAN

In addition to the delivery of first samples, Česká zbrojovka a. s. requires the supplier to develop an inspection plan or similar document defining and describing all inspection steps throughout the process (input, inter-operational, output inspection, special processes) up to the shipment of final products.
At least the following information shall be stated for each inspected characteristic:
- Inspected (measured) value including the tolerance;
- Applied gauge and measurement method;
- Inspection frequency;
- Response plan in case that a nonconformity is found.
- Inspection record.

PREVENTIVE MAINTENANCE

Suppliers shall provide a system of preventive maintenance of production equipment.
It is necessary to demonstrate systematic and consistent performance of preventive maintenance of production equipment.
The supplier is expected to establish a documented plan of preventive inspections and records of the performed regular and irregular inspections and repairs of production equipment.
The verification of preventive maintenance setting can be checked by a supplier audit.

IV. QUALITY ACTIVITIES DURING SERIES PRODUCTION

KEEPING QUALITY DATA

The supplier is responsible for organisation, observance and archiving of quality system documentation. All quality system documents shall be archived for a period of 5 years (these are documents demonstrating compliance with all dimensional, chemical, mechanical, physical and other requirements). Upon request of Česká zbrojovka a. s., the supplier shall enable review of these documents. The supplier shall further allow representatives of Česká zbrojovka a. s. access to its facilities. Česká zbrojovka a. s. shall announce the date of its visit and the composition of the team well in advance.

MARKING OF PARTS – TRACEABILITY

Materials, parts, semi-finished products and final products shall be clearly marked and stored in order to eliminate any confusion or mixing of parts and in order to guarantee identification allowing traceability of individual production batches. The FIFO system (first in, first out) and the expiry date monitoring shall be applied, where the expiry date shall prevail over FIFO.

REVIEW OF REQUIREMENTS REGARDING THE PRODUCT

The supplier is required to check the order/agreement (e.g. material availability according to the specification, capacity, measuring gauges, tools, terms of delivery, quantity, change indices in the technical documentation etc.) – with a provable record. The confirmation of a CZUB order and the solution of changes during implementation.

DOCUMENT AND RECORD CONTROL

The supplier shall have written rules created for the document and record control, including responsibilities, such as CZUB documentation (drawing documentation, TPP, a master purchase agreement, a confidentiality agreement, the Supplier Manual etc.), national and industrial standards, and laws to prevent an unintentional use of obsolete/invalid documents and a procedure for the transfer of customer's requirements to its internal processes or regulations to rub-tier suppliers. Any workers involved shall be familiarised with all requirements of CZUB.

APPROVAL OF DEVIATIONS

If during its inspection activities the supplier finds out any nonconformity of the product compared to the applicable technical documentation (a drawing, TPP), it shall immediately advise Česká zbrojovka a. s. of this fact by sending a filled-in Request for Deviation (see Appendix No. 2) – contact person - Purchasing. An approval of any deviation for a delivery of components that are not in compliance with specifications shall only be granted based on the approval in writing following

a Request for Deviation. In principle, the approval of deviations shall be limited to a certain number of parts or to a certain period of deliveries. A deviating delivery can be supplied to Česká zbrojovka a.s. only after the approval of the Request for Deviation. Such delivery shall be clearly marked with a yellow label with the text: “DEVIATION + deviation number”, and a note that this is a deviating delivery shall also be marked in the delivery note.

CALIBRATION OF MONITORING AND MEASURING EQUIPMENT

The supplier is required to use only calibrated and verified measuring and test equipment. Any and all multi-purpose measuring equipment, including stationary inspection and measuring jigs and reference samples shall be registered and regularly calibrated according to a developed calibration plan.
Calibration intervals depend on the type of measuring equipment and purpose of use. Calibration shall be related to international or national calibrating devices and shall be documented. The gauges shall be identified to enable the calibration status (the gauge shall clearly show the next calibration date).
Any measuring equipment that is not calibrated shall not be used. Measuring equipment shall be protected from damage during handling, maintenance and storing.

NON-CONFORMING PRODUCT MANAGEMENT

The supplier shall implement non-conforming product management in the following scope:

- Identification and isolation of non-conforming products;
- Assessment of non-conformities, including the investigation and definition of cause, definition/implementation of corrective and preventive actions;
- Records of the nature of non-conformities, causes and corrective and preventive actions taken;
- Evaluation of efficiency of applied corrective actions;
- Analyses of costs of internal reject rate, their evaluation, solution, and improvement.

QUALIFICATION OF SUB-TIER SUPPLIERS

The same procedure as is the procedure applied by Česká zbrojovka a. s. in co-operation with its suppliers shall be also applied by the supplier in co-operation with its sub-tier suppliers.
The supplier is expected to flow down the requirements stated in the “Supplier Manual” of Česká zbrojovka a. s. to its sub-tier suppliers.
The supplier shall make sure that its sub-tier suppliers guarantee the required quality, however the supplier bears full responsibility for the complete product.

V. SUPPLIER ACTIVITIES IN CASE OF A COMPLAINT

If a non-conformity is identified in delivered products, Česká zbrojovka a. s. shall advise the supplier of this fact without any delay by rending a claim form and a G8D report. The supplier shall implement actions that will ensure the continuity of assembly process in Česká zbrojovka a. s. and the continuity of dispatching goods from Česká zbrojovka a. s. to its customer.
The supplier shall adopt actions to prevent re-occurrence of an identical defect. Such actions shall be developed via completing "G8D REPORT" (see Appendix No. 3). A detailed guidance on how to fill in a "G8D REPORT" is described in the "G8D Tool for Suppliers" (see Appendix No. 4). CZUB will review these measures.

THE SUPPLIER SHALL ALWAYS COMPLETE THE FOLLOWING:

D1. "Team" – the supplier shall establish a G8D report team of solvers.
D3. "Temporary immediate actions" – the supplier shall define and implement actions to isolate consequences of problems (100% sorting of defective products, repair of defective products, replacement for defective pieces), Term of delivery of D3 – 48 hours.
D4. "Root cause determination" – determination why a non-conformity occurred and why it was not detected. Term of delivery – 2 weeks.
D5. "Corrective action introduction" – select permanent corrective actions to eliminate root causes of the non-conformity. Term of delivery of D5 – 2 weeks – evidence of fulfilment shall be submitted.
D6. "Verification of corrective actions" – verification of corrective action efficiency. Term of delivery of D6 – 2 weeks – evidence of fulfilment shall be submitted.
D7. "Preventive action" – prevention of recurrence of a problem Term of delivery of D7 – 2 months – evidence of fulfilment shall be submitted
D8. "Complaint conclusion" – approval of the complaint.

COST OF NON-CONFORMITY:

If a non-conformity is found on the product in CZUB, which is provably caused by the supplier, the supplier will be charges any costs in compliance with the concluded agreement/purchase conditions.

VI. SUPPLIER RESPONSIBILITY

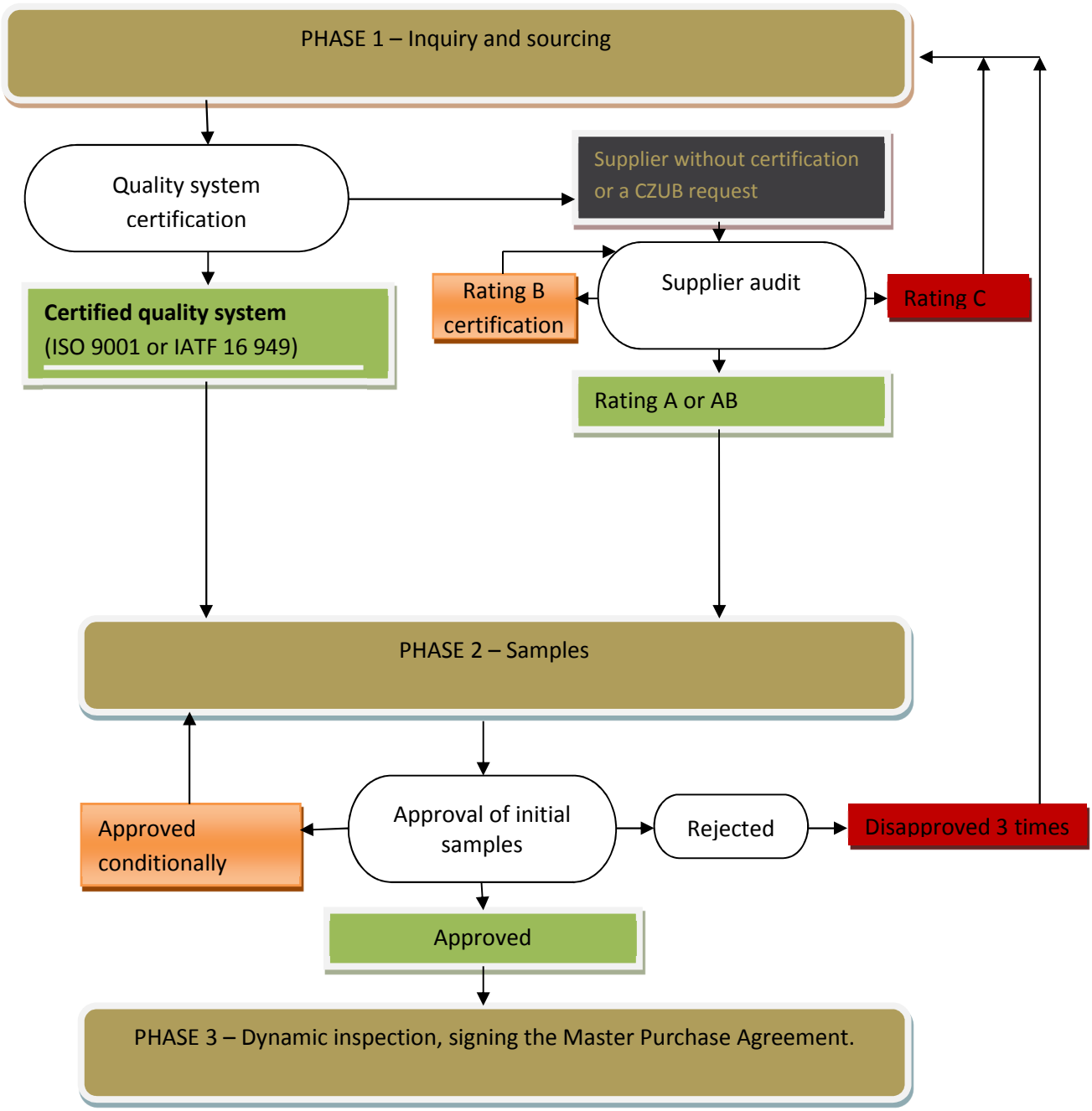
The supplier provides Česká zbrojovka a.s. warranty for the quality of goods for 36 months from the goods handover (hereinafter referred to as "Warranty Period").

Česká zbrojovka a. s. expects its suppliers and their sub-tier suppliers to create such organisational and technical conditions that will ensure at least maintaining the quality, or improving the quality of supplied products, while minimising risks and consequent complaints.

Any products supplied by the supplier to Česká zbrojovka a.s. shall meet the currently valid legal regulations, including in relation to the protection of the environment.

THE SUPPLIER IS FULLY RESPONSIBLE FOR QUALITY AND SAFETY OF SUPPLIED PRODUCTS.

VII. FLOWCHART OF SUPPLIER QUALITY ASSURANCE



VIII. PHASES OF SUPPLIER QUALITY ASSURANCE

PHASE 1 — INQUIRY AND SOURCING

Potential suppliers are addressed in this phase. This phase results in selection of a supplier and putting (not putting) the supplier on the List of Approved Suppliers of Česká zbrojovka a. s. and they are given a time period of 3 months to incorporate requirements of CZUB in their quality system – after every revision of the Supplier Manual at existing suppliers, after the confirmation of an agreement/order at new suppliers.
Only the suppliers included in the "List of Approved Suppliers" can be addressed directly, particularly those who meet the requirements of the "Supplier Manual" of Česká zbrojovka a. s.
During this phase, the suppliers receive information concerning drawing documentation and its integral parts, related standards, regulations and product specifications.
The supplier is selected based on optimum concord in the areas Quality – Price.

Purchasing requirements:

- In case of a CZUB request for establishment of consignment stock, the supplier shall consider its establishment either in CZUB or at the supplier's premises.
- Packing of products in packages as agreed with Česká zbrojovka a.s. (e.g. TPP), or according to the supplier's packing regulation approved by CZUB.

Supplier quality system requirements

Česká zbrojovka a. s. requires its suppliers to implement a Quality Management System.
The compliance with these requirements shall be demonstrated at least by ISO 9001 certificate. In certain cases, the requirement of certification to ISO 9001 or ISO/IATF 16949 may be replaced with an audit by Česká zbrojovka a. s. Česká zbrojovka a. s. reserves the right to perform audit even in case the supplier is a holder of ISO 9001 and ISO/IATF 16949 certifications.
A certified quality system (or an audit by Česká zbrojovka a. s. with AB rating at minimum, as the case may be) is a prerequisite for putting a supplier on the "List of Approved Suppliers" of Česká zbrojovka a. s.

Supplier audit

Appointed quality assurance auditors of Česká zbrojovka a. s. shall carry out audits in the supplier's facilities to verify the supplier process qualification. Processes and procedures taking place in the supplier facilities shall be assessed according to the queries of Česká zbrojovka a. s., which are in compliance with this Supplier Manual.
The process assessment takes place as standard in the mass production conditions, and production of products from the CZUB portfolio is required during the time when the audit is carried out. Audit results provide information about qualitative qualifications of processes and advise of any improvement opportunities. The supplier is expected to develop a corrective action plan for the findings found during the audit. During quality audits carried out by Česká zbrojovka a. s. in the supplier facilities, the supplier commits to:

- Furnish information concerning organisational arrangement, management and assurance of quality, safety and environmental protection;
- Answer any and all questions concerning quality assurance asked during the audit;
- Allow the representatives of Česká zbrojovka a. s. access for the purpose of determining the degree of product quality assurance.

The audit date and the team composition shall be announced by Česká zbrojovka a.s. well in advance.

Audit evaluation

Degree of fulfilment of requirements (%)	QMS evaluation	Classification
90 - 100%	Fulfilled	A
80 - 89%	Conditionally fulfilled	AB
60 - 79%	Necessity to revaluate QMS	B
0 - 59%	Failed	C

A supplier with B rating shall implement improvement programmes and corrective actions within three months in order to achieve A or AB rating status.

PHASE 2 — SAMPLES

An approval of initial samples from the supplier is carried out according to the requirement of Česká zbrojovka a.s. and it is implemented according to the valid, mutually approved, documentation. Česká zbrojovka a. s. may require to be present at the production of samples. They shall be manufactured using the method corresponding to the planned series technology while suing the series tools. The supplier shall analyse its production capacities according to announced purchases and confirm sufficient capacities to its purchaser.
Samples shall be submitted for approval in the following cases:

- New, purchased parts;
- Changes in the supplier and/or drawing documentation according to the following:

  Sampling in case of a change of production documentation or TPP;

  - A change of a nominal dimension value;
  - Addition of further dimensions;
  - Stricter tolerance (the same nominal value);
  - A change in material quality;
  - A change in material heat treatment;
  - A change in material surface treatment;
  - making access to part visual characteristics (roughness);
  - Addition of special requirements for the part (X-ray scan, NDT etc.)
  - Addition of distinguishing marks (a date stamp, an index stamp, supplier sign, cavity marking)

Sampling is not necessary in case of a change of production documentation or TPP;

- Extension of tolerance (the same nominal value);
- A change of a dimension of the prescribed semi-finished product;
- Extension of the List of acceptance dimensions;
- A change in semi-finished product dimension standards;
- Release of part visual characteristics (roughness);
- Re-drawing of an obsolete production documentation to a new form (windchill)
- Addition of an alternative material;

- Significant modifications or repair to the tooling;
- Long-term interruption of production exceeding a period of 2 years;
- Significant technology changes of the supplier production or a change in its sub-tier sub-contractor.

The Purchasing Department of Česká zbrojovka a. s. is responsible for negotiations related to the provision of samples and for receipt of mutually approved drawing documentation, explanation of any requirements for the supplier's mass production (jigs, measuring equipment, packing).

Sampling of metallurgical materials is performed from the first delivery when the supplier shall submit:

- Verification of the material (composition, properties) - material certificate.

Number of samples

The requirement concerning measurement of samples shall be included in the purchase order. The supplier shall deliver samples according to the order together with measurement reports (at least 5 measured pieces, 5 pieces of each cavity for moulds). The parts shall be numerically marked in order that identification of parts is ensured.

Marking of samples

The supplier shall visibly mark the individual samples. The marking shall be performed in a manner preventing its loss or damage. If products consist of several components, the supplier shall mark the individual components of the product if such marking is not shown on the component.

Marking of samples shall include:

- Supplier name;
- Product name or number;
- Revision index;
- "Samples" label;
- Material used;
- Quantity of pieces (number of cavities in case of a multiple cavity mould);
- Other data (colour, version, etc.).

Details for approval of samples:

a) Form "Application for Sample Approval" (see Appendix No. 1);
   - Along with the samples, the supplier shall send the completed form showing details of the samples submitted.

b) Supplier documentation
   - Measurement report – 100 % dimensions are always checked in sampling;
   - Verification of the material (composition, properties) - material certificate;
   - Visual appearance criteria to the extent specified in the technical documentation of the respective part (drawing, Technical and Acceptance Conditions, standards, etc.);
   - Functional testing to the extent specified in the technical documentation of the respective part (drawing, Technical and Acceptance Conditions, standards, etc.);

The supplier shall send any and all documentation necessary for approval of the delivered samples.

Statement on samples

AFTER FINISHING THE APPROVAL PROCEDURE, AN ELECTRONIC REPORT WILL BE SENT TO THE SUPPLIER WITH THE STATEMENT OF ČESKÁ ZBROJOVKA A.S. ON THE APPROVAL, CONDITIONED APPROVAL OR REJECTION OF SAMPLES.

The decision of release may include comments concerning e.g. conditioned time-limited release, description of deviations detected during sampling, or tasks the fulfilment of which is required for release of the samples. The release of the samples shall not relieve the supplier from responsibility for quality of supplied products. Failure to fully complete the reports and to furnish complete details/documents shall result in rejection of samples.

An agreement on packing shall be approved prior to commencing serial production deliveries to Česká zbrojovka a. s., including in particular: the method of packing, package type, type of preservation, permitted stackability, usable life, etc.

PHASE 3 — DYNAMIC INSPECTION

The goal of this phase is to verify the quality of deliveries. The deliveries are subject to dynamic inspection. If the supplier proves to be reliable in the long term in respect of deliveries to Česká zbrojovka a. s., the quantity of checked parts will decrease. Each quality incident shall result in immediate increase in the quantity of checked parts in subsequent deliveries.

IX. SUPPLIER EVALUATION

Supplier evaluation serves for creation of strategy of purchasing and for purchasing development. In accordance with the QMS requirements, suppliers are evaluated in the following areas:

- Purchasing/Logistics;
- Quality.

Supplier evaluation shall be carried out 2x a year, always for the past half year.

Each supplier shall be placed into a group (A, B, C, or D) depending on the total score. The achieved score (max. 100 in each of the two evaluated groups, i.e. the total of 200) is converted to percentage. Every part has the same weight for the total rating, i.e. the sum = 1/2 Purchasing/Logistics + 1/2 Quality. Rating results are sent to suppliers in the electronic form, and if corrective actions are stated and their implementation is monitored.

Supplier:

A - $x > 80\%$

B - $60 < x \leq 80$

C - $50 \leq x \leq 60$

D - $x < 50\%$

The suppliers placed into the group C shall implement corrective actions in the subsequent period (i.e. half year). If a supplier is placed into the group C in two consecutive periods, it shall be considered as disapproved for the subsequent delivery period, and shall therefore be blocked. The suppliers placed into the group D shall not be approved and shall be automatically blocked for the subsequent purchasing period. The consent of the management of Česká zbrojovka a. s. is required for potential re-release of such supplier.

X. ENVIRONMENTAL REQUIREMENTS

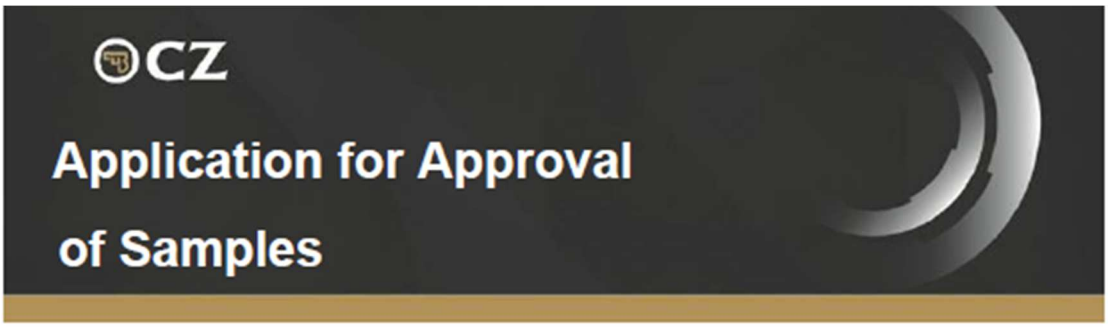
According to Act No. 348/2004 Coll., the suppliers of Česká zbrojovka are obliged to furnish accompanying documentation for raw materials, materials and products regarding product safety, including the method of disposal.

Upon entry into to the premises of Česká zbrojovka, suppliers and importers of raw materials, materials and products shall observe the applicable environmental legislation, particularly Act on Waters (No. 254/2001 Coll.), Act on Wastes (No. 185/2001 Coll.), Act on Chemical Substances and Preparations (No. 350/2011 Coll.) and Air Protection Act (No. 201/2012 Coll.), as amended. They are liable for any environmental damages originated on the premises of the company.

XI. APPENDICES

1. Application for Sample Approval
2. Request for Exception
3. G8D Report
4. G8D tool for suppliers

APPENDIX NO. 1



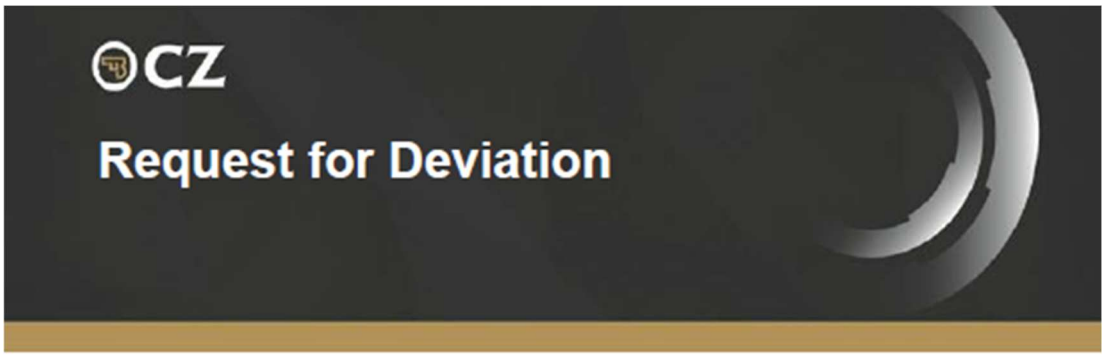
(to be completed by the supplier) Supplier: Contractual person: Reason for submission: ☐ Initial submission ☐ Technical change (change of the drawing, Technical receiving specification ☐ Supplier change ☐ Material change ☐ Long-term stoppage of production exceeding 2 years ☐ Other – please specify	Telephone: Email:
Supplier samples	
Part number:	Delivery note No:
Name:	Supplied number of samples:
Drawing index:	Melt / batch number:
Material quality:	
Submission results: Results for ☐ Dimensional data ☐ Material and functional tests ☐ Visual apperance criteria These results fulfil all requarements of engineering documentation, Technical receiving specification and standars ☒ Yes ☐ No (explanation is required if „No" is selected) EXPLANATION/COMMENTS:	
Name in block letters:	Date:
Signature:	

Statement to samples

AFTER FINISHING THE APPROVAL PROCEDURE, AN ELECTRONIC REPORT WILL BE SENT TO THE SUPPLIER WITH THE STATEMENT OF ČESKÁ ZBROJOVKA A.S. ON THE APPROVAL, CONDITIONED APPROVAL OR REJECTION OF SAMPLES.

The decision of release may include comments concerning e.g. conditioned time-limited release, description of deviations detected during sampling, or tasks the fulfilment of which is required for release of the samples. The release of the samples shall not relieve the supplier from responsibility for quality of supplied products. Failure to fully complete the reports and to furnish complete details/documents shall result in rejection of samples.

APPENDIX NO. 2



SUPPLIER	(to be completed by the supplier) Supplier: Contractual person:	Telephone/ email:
	Part number:	Delivery note No:
	Name:	Quantity supplied:
	Drawing index:	Melt / batch number:
	Material quality:	Purchase order No.:
	Description of deviation:	
	Reason of deviation / changes, apopted corrective actions	
	Name in block letters:	Date:
	Signature:	
Česka zbrojovka a.s	DEVIATION APPROVAL	
	☐ APPROVED ☐ REJECTED	
	Verbal specification:	
	DATE: APPROVED BY:	

APPENDIX NO. 3

G8D Report

Complaint name: Supplier complaint	For the Complainr No.:	Date of issue:
Supplier: Delivery note: Delivery date:	Name: Drawing No.: Quality standard: Inventory item:	

Discipline 1	Team

Name	Department / Team role	E-mail	Phone

Discipline 2	Define the Problem
What is the problem :	
Why is it a problem :	
How many parts detected :	

Photos

Containment actions

Discipline 3	Define and Implement Containment Actions

	What ?	*Who ?*	*When?*
1 -			
2 -			
3 -			

Root cause analysis and corrective action(s)

Discipline 4	Root Cause Analysis

4.1 Why did the problem occur ?

1 -
2 -
3

4.2 Why were you not able to detect the problem?

1 -
2 -
3 -

Discipline 5	Identify and Implement Permanent Corrective Action(s)

5.1 What are your Corrective Actions to address Non-conformance?

	What ?	*Who ?*	*When ?*	*Done ?*
1 -				
2 -				
3 -				

5.2 What are your Corrective Action to improve detection?

	What ?	*Who ?*	*When ?*	*Done ?*
1 -				
2 -				
3 -				

Discipline 6	Verify Corrective Action(s) Implementation and Effectiveness

6.1 Provide evidences of implementation of Corrective Actions above

	What ?	*Who ?*	*When ?*	*Done ?*
1 -				
2 -				
3 -				

Preventive action(s) definition and implementation

Discipline 7	Identify and Implement Permanent Preventive Action(s)

	What ?	*Who ?*	*When ?*	*Done ?*
1 -				
2 -				

Claim closure

Discipline 8	

Claim closure approval (supplier commitment)		CZUB comments :	
Approved by :		Approved by :	
Date :		Date:	

APPENDIX NO. 4

SUPPLIER ACTIVITIES IN THE CASE OF A COMPLAINT

If a quality non-conformity is identified in delivered products, Česká zbrojovka a. s. shall advise the supplier of this fact without any delay. The supplier shall implement actions that will ensure the continuity of assembly process in Česká zbrojovka a. s. and the continuity of dispatching goods from Česká zbrojovka a. s. to its customer. The supplier shall adopt actions to prevent re-occurrence of an identical defect. Such actions shall be developed via completing "G8D REPORT" (see Appendix No. 3). Terms for the implementation and completion of the report start from the issue of G8D.

For easier completion, this guidance can be used:

CZ	**G8D Tool for Suppliers** ***Examples of G8D Report procedure***	
1.0 Team of solvers: • ***To be filled in by people who will deal with the problem (usually a technologist, foreman, inspector etc.)*** • ***They shall appoint a person responsible for recording, including contacts – they will be communicated with in this issue*** • ***They shall analyse the problem together (gather necessary information and evaluate it)***		**Supplier**
2.0 ***Problem – non-conformity description: to be filled in by CZUB*** ***2.1 What is a non-conformity:*** • ***Non-fulfilled diameter of 30.2 mm (non-compliant for the calibre, see the photo)*** • ***Scratches on the part surface (see the photo)*** ***2.2 Why is there a problem:*** • ***Functional receiving dimension*** • ***Non-acceptable appearance defect*** ***2.3 How many non-conforming parts is there:*** • ***35 pieces of NOK per 100 checked***		**CZUB**
3.0 Immediate containment actions: ***What?*** • ***Isolation of faulty products or parts*** • ***Replacement delivery to the customer*** • ***Check and repair of claimed parts and parts on stock*** • ***Consider the production in progress, check/repair the status in the production*** • ***Scrap/dispose of the faulty parts*** • ***Check and document containment actions*** ***Who?*** • ***Specify a worker responsible for the introduction of the immediate containment corrective action*** ***When?*** • ***Specify the term of the immediate containment corrective action***		**Supplier – within 48 hours**

4.0 Root cause identification: ***4.1 Why has the non-conformity occurred?*** • ***Were there any process or product changes in the past which could result in this problem (improvements, repairs)?*** • ***Identify possible causes using the "5M-Method" (man, machine, method of work, environment, material)*** • ***Use the 5 Why method, Ishakawa's diagram or any other method to find the root cause*** ***4.2 Why were you unable to discover the non-conformity?*** • ***Non-receiving dimension*** • ***Unclear drawing documentation*** • ***Visual appearance criteria not defined*** • ***Human factor*** • ***Inadequate inspection mechanism*** • ***Different measuring method***	**Supplier – within 2 calendar weeks**
5.0 Corrective actions ***5.1 What are your corrective actions to address the non-conformity?*** • ***Specify effective actions or improvements to the production process (=mitigation actions), they are preferred to any additional inspection step (=actions to detect the non-conformity)*** • ***Introduce permanent actions (drawing change, tool adaptation)*** • ***Check the corrective actions and verify their efficiency so that it can be stated that the problem has been eliminated and will not recur*** ***5.2 What are your corrective actions to improve non-conformity detection?*** • ***Temporary introduction of receiving dimensions*** • ***Clarify the drawing documentation*** • ***Set visual appearance criteria (reference sample, defect catalogue etc.)*** • ***Eliminate the human factor – training in the given problems*** • ***Set adequate inspection mechanism*** • ***Unify the measuring method***	**Supplier – within 2 calendar weeks**
6.0 Verifying the efficiency of introduced corrective actions: • ***Check the corrective actions and verify their efficiency so that it can be stated that the problem has been eliminated and will not recur*** • ***Consider whether faults have really been eliminated*** • ***Verify that production in progress and pieces on stock have been repaired*** • ***Have the corrective actions been permanently introduced?*** • ***Have the new procedures been specifically documented?*** • ***Have the employees been familiarised with the new system?*** • ***Select a feasible term in order to have sufficient certainty for assessing the efficiency***	**Supplier – within 2 calendar weeks**
7.0 Implementation and introduction of preventive actions: • ***Consider whether the problem may appear (with identical/similar products) at the other production sites/workplaces (foremen, workplaces/sites)? If yes, introduce the actions.*** • ***Inform colleagues who might be concerned.*** • ***Change in the process procedure?*** • ***Have risks for further assurance been considered?***	**Supplier – within 2 months**
8.0 Claim conclusion: • ***Approval by a responsible worker*** • ***Notes:*** - ***Has informative documentation about the progress/procedure been completed/finished?*** - ***Has general knowledge been acquired?*** - ***Is the non-conformity recurrence prevented?*** ***Signature of the responsible worker***	**Supplier – within 2 months**