



# Supplier Excellence Manual



Flambeau, Inc.  
Headquarters: 801 Lynn Avenue  
Baraboo, WI USA 53913  
[www.flambeau.com](http://www.flambeau.com)

Dear Supplier:

Attached, please find your copy of the Flambeau Inc. Supplier Excellence Manual, 7.2 edition. The purpose of this manual is to give the Supplier an overview of the expectations of Flambeau. You will also find specific forms that are necessary, as well as forms that may be submitted to you for response.

Flambeau has implemented the ISO9001:2015 and/or IATF16949 system in each facility. Many of you have already implemented these quality systems at your facility; please forward a copy of your current certification. If you are not registered, please complete, score, and return the attached Quality System Assessment (pages 14-17) to Flambeau purchasing or Supplier Quality Analyst (SQA). Flambeau encourages our suppliers to have a quality system that meets the requirements of the latest ISO 9001 version. Also, we require suppliers of automotive components to plan and develop a quality system that will meet the goal of conforming to the latest ISO/IATF19649 version. A timeline of these planned activities would be helpful to our supplier development system and should be forwarded to us as well.

Please review this manual and note the Flambeau Inc., "Conditions of this Contract". This is the only copy of our terms and conditions that you will receive. Also, attached is a sample of the Supplier Progress Review. A report is sent out semi-annually to all component suppliers as necessary.

Please print and fill out the bottom portion of this letter acknowledging receipt and understanding of the Manual, and return to the SQA or the Flambeau purchasing department. If you have any questions, please feel free to contact your local Flambeau Inc. purchasing contact.

I, \_\_\_\_\_  
(Name) (Title) (Company) (Date)

Acknowledge receipt and understanding of Flambeau Inc. Supplier Excellence Manual, 7.2 Edition.

# Supplier Excellence Manual

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Injection molding facility  
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Baraboo, WI 53913  
608-355-6500

Flambeau Inc., Baraboo  
Blow molding facility  
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Baraboo, WI 53913  
608-355-6500

Flambeau Technologies  
911 Lynn Ave  
Baraboo, WI 53913  
605-355-6500

Flambeau Inc., Madison  
1330 Atlanta Hwy  
Madison, GA 30650  
706-342-8300

Flambeau Inc., Columbus  
4325 Middle Rd  
Columbus, IN 47203  
812-372-4899

Flambeau Inc., Phoenix  
3301 W. Vernon Ave  
Phoenix, AZ 85009  
602-484-4520

Flambeau Inc., Middlefield  
15981 Valplast Rd  
Middlefield, OH 44062  
440-632-1631

Flambeau Inc., Plásticos  
S de RL de CV  
Calle 17 No. 3692  
Saltillo, Coah Mexico 25017  
011-52-844-4119760

Flambeau Inc., Sharon Center  
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7.2 Edition, March 10, 2020

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## Flambeau Inc. Minority Supplier Sourcing Policy

It is our goal to support minority owned supply base within our procurement system wherever levels of quality, competitive pricing, and delivery permit.

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## Flambeau Inc. Quality Policy

Flambeau's Quality Policy is to fully satisfy our customer's expectations through a committed team effort from each associate that complies with our Quality Management System resulting in continuous improvement in every part of our business.

## Flambeau Company History

Flambeau was founded in 1947 by W.R. Sauey and his brother, E.C. Sauey, to produce injection molded thermoplastic parts for industry. They put all of their combined savings toward the purchase of parts to build a handmade injection molding machine. Their business philosophy was to grow and thrive based on producing top quality products at a competitive price. Since 1947, Flambeau has grown to include thousands of caring and dedicated associates and over 1,400,000 square feet of production space across 8 locations.

The company moved to Baraboo, WI in 1950. In 1961, the then new process of extrusion blow molding was added to Flambeau's capabilities to supplement their growing strength in injection molding. It was at this time that the need for a full service, value added capability was recognized and the Finishing/Assembly department was created. In 1983, in order to stay ahead of emerging mold and molding technologies, the Flambeau Technology Center was established.

These three manufacturing departments; Injection molding, Blow molding, and Assembly as well as the Technology Center formed the nucleus for the growth that has allowed Flambeau to become an industry leader as a manufacturer of plastic products sold through three market groups: Retail Markets, Automotive, and Industrial/Packaging.

Flambeau now has grown to include manufacturing locations in Baraboo, WI; Columbus, IN; Madison, GA; Middlefield, OH; Sharon Center, OH; and Phoenix, AZ. Our international facilities include Ramsgate, Kent England and Saltillo, Coahuila México.

From our inception, we believe that a well-equipped and staffed mold manufacturing facility will be critical to our overall objective of supplying top quality, competitively priced molded products.

For more information on Flambeau, please go to [www.flambeau.com](http://www.flambeau.com).

## Quality System Requirements

- Flambeau has established and has committed to maintain a documented quality system that meets the requirements of ISO/IATF16949 and our customers. This system consists of a Quality Assurance Manual that addresses the requirements of this standard and presents our approach for meeting these standards.
- Suppliers that provide materials to support automotive customers must have or pursue certification to a quality system based on the requirements of ISO9001:2015. Future assessments will be based on ISO 9001:2015; therefore suppliers' quality systems should reflect these requirements. In addition, automotive suppliers should continue to plan and develop a quality system with the goal of conformity to IATF16949:2016.
- All other suppliers are encouraged to pursue a quality system with a goal of ISO9001:2015 conformity. Ref. ISO/IATF16949 ((E)) requirements for "Supplier quality management system development", section 8.4.2.3.)
- Required manuals
  - Quality Systems Requirements – ISO9001:2015 or ISO/IATF16949 (as applicable)
  - Production Part Approval Process (PPAP)
- Reference Manuals
  - Advanced Product Quality Planning & Control Plan (APQP)
  - Failure Modes & Effects Analysis (FMEA)
  - Measurement System Analysis (MSA)
  - Fundamental Statistical Process Control (SPC)
  - Quality System Assessment (QSA)



## Quality System Assessment

Suppliers designated by Flambeau purchasing department must either submit ISO9001:2015 or ISO/IATF16949 certifications or a self-audit using the Quality System Assessment prior to or immediately following the start of business with Flambeau. Annual self-audits may be requested.

Flambeau reserves the right to audit their suppliers' quality system. Audits conducted by one of Flambeau's customers or a third party registrar may also be accepted when appropriate. Audits from a third party registrar must meet all of the requirements of the quality system requirements ISO9001:2015, to be recognized.

***Any supplier failing to meet "Quality System Requirements" and the quality and delivery standards of Flambeau is subject to removal from Flambeau's approved supplier list.***

### **Advanced product quality planning**

Upon receipt of Flambeau's Request for Quote, suppliers will provide appropriate quotation to the requesting buyer. Buyer, engineering, estimating, and supplier representative may be required to meet to discuss specifications, requirements, lead times, and milestone dates of the quoted project. Production Part Approval Process (PPAP) will be utilized on sample and first part approval parts where applicable.

### **Special characteristics**

Special characteristics are product characteristics in which the anticipated variation is likely to significantly affect customer satisfaction with a product as to its fit, form, function, appearance, or the ability to process or build the product. Special Characteristics shall be identified on the control plan and controlled statistically to a Ppk of at least 1.67 (short term). Action plans shall be in place to improve the process when statistical capability has not been met.

### **Statistical data**

Suppliers shall provide evidence of statistical capability for all Special Characteristics and as required by Flambeau. All products that demonstrate 'out of control' processes or capability of less than Cpk of 1.33 (long term) shall be 100% inspected prior to shipment.

### **Supplier change request**

The supplier must request any changes to materials, products, processes, locations and/or specifications, via a change request form or electronically (e-mail). The supplier must obtain approval from Flambeau purchasing prior to implementing these changes. Suppliers are to use Flambeau "Deviation" form to obtain temporary deviation to specifications for materials and products. PPAP submission and approval are required (where applicable) prior to first shipment of parts, unless this requirement is waived by Flambeau purchasing, quality, and/or engineering staff. Specific PPAP requirements will be supplied by Flambeau quality department.

***The supplier will be held liable for any cost incurred by Flambeau caused by the changes made without written notice supplemental to the purchase order or a deviation form (included in this manual) approved by Flambeau purchasing, quality, or engineering. The supplier will not be paid for any parts, tooling, processing equipment, etc. when the change has not been approved by Flambeau purchasing, quality, or engineering.***

#### **Raw material certification**

Raw material certification is required with each shipment, where applicable, certifying that manufacturer is producing to specifications as noted on print/specification sheet and that raw materials are noted within tolerances.

#### **Packaging**

During the advanced quality planning process, standard packaging should be established and agreed upon with the appropriate Flambeau buyer. All hand handled containers shall be designed so that the total weight is less than thirty-five (35) pounds.

#### **Labeling**

All production parts shipped must have the container labeled with the Flambeau part number, quantity per carton, lot number, manufacture date, supplier part number, weight, and bar code (where applicable).

#### **SDS**

A safety data sheet (SDS) should be supplied to Flambeau purchasing prior to the arrival of new product.

#### **NAFTA**

Supplier will reasonably identify any products supplied under this PO if it relates to the North American Free Trade Agreement (NAFTA). Supplier will provide appropriate documentation to Flambeau to confirm the origin of the goods or qualification of the goods for NAFTA eligibility. Copies of NAFTA Certificates to be forwarded to Flambeau at no additional charge.

#### **Conflict Minerals**

The U.S. Congress passed Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act in July of 2010 in response to violence and human rights violations in the mining of certain minerals from the "Conflict Region", which is situated in the eastern portion of the Democratic Republic of the Congo (DRC) and surrounding countries. The Federal Government is requiring all SEC (*Securities and Exchange Commission*) regulated companies who are required to report under section 13(a) or 15(d) to report Conflict Minerals information.

The definition of "conflict minerals" refers to gold, as well as tin, tantalum, and tungsten, the derivatives of cassiterite, columbite-tantalite, and wolframite, regardless of where they are sourced, processed or sold. The U.S. Secretary of State may designate other minerals in the future.

As a non-reporting company, Flambeau Inc. is not subject to the Conflict Minerals reporting requirements; however, as a supplier to SEC-reporting companies, we are committed to helping our customers comply with their reporting requirements. In addition, Flambeau Inc. is supportive of global industry efforts to ensure responsible manufacturing processes with transparent sourcing in full accordance with the law.

Suppliers are required to provide written documentation on a calendar year reporting basis in the first quarter following the end of the prior year or as requested. To confirm whether the raw materials tin, tantalum, tungsten and gold are used in the manufacture of products supplied to Flambeau originated from outside the Conflict Region or, if the raw material originated from within the Conflict Region that the mines or smelters are certified as “conflict free” by an independent third party. If the suppliers does not provide the proper documentation or submits inaccurate documentation or utilized facilities that are not certified “conflict free”, Flambeau may terminate any PO, return any non-conforming products or seek any further relief or remedies provided herein.

### **California Proposition 65**

Proposition 65, the Safe and Drinking Water and Toxic Enforcement Act of 1986, was enacted in November 1986 to protect California (USA) citizens and the State’s drinking water sources from chemical known to cause cancer, birth defects or other reproductive harm, and to inform citizens about exposures to such chemicals. In order to notify customers of possible exposure at the point of sale, supplier must notify Flambeau if product contains chemicals covered by this Act that meet or exceed Safe Harbor levels that require a ‘reasonable warning’ and validate that the items are properly labeled for sale in California (USA). Consult [www.oehla.org/prop65.html](http://www.oehla.org/prop65.html) for a complete list of covered chemicals.

### **REACH AND RoHS Material Declarations**

Flambeau requires full material declarations whether the product has SVHC’s present or is described as an ‘article’ by the REACH Directive standard, Declaration of Restricted Substances and SVHC Candidates in EU REACH Regulation No. 1907/2006 and also RoHS stating the supplied product does not contain the substances listed exceeding the maximum concentration values set by the European Union Directive 2002/95/EC on the Restriction of Hazardous Substances (RoHS) in electrical or electronic equipment directive.

### **Sample Submission**

Prior to the first shipment of new production parts or parts with engineering changes, the supplier should receive approval from Flambeau purchasing, quality, and/or engineering staff. A PPAP is required unless otherwise directed by the appropriate Flambeau buyer or engineer.

When the manufacturing location is changed on a current part, sample approval from the new location is required. Providing that the PPAP is less than one year old, a dimensional layout and the existing PPAP documents may be sufficient and should be submitted to the appropriate Flambeau buyer, quality representative, or engineer. The supplier will be notified in advance if additional information is needed or if there are any deviations to the PPAP pending Flambeau end customer requirements.

### **Cost Reduction**

All suppliers are required to submit cost reduction proposals. Plans for cost reductions shall be submitted to the appropriate buyer.

### **Continuous Improvement**

The dedication to continuous improvement is the foundation of Flambeau’s quality policy. Quality based on continuous improvement provides security. Suppliers are encouraged to share this dedication by having plans for continuous improvement. Plans should be detailed and designate specific timing and responsibility for all actions. Evidence of continuous improvement will be measured using your supplier rating.

### **Corrective action**

The supplier shall respond to a non-conformance within 24 hours of notification and contain the defective/suspect material immediately. A written corrective action plan addressing the non-conformance must be submitted within ten (10) working days to the designated Supplier Quality Analyst (SQA) at Flambeau.

Corrective actions should include statistical techniques, mistake/error proofing, and SPC data to assure verification that the non-conformance is corrected. The FMEA and control plan should be updated by the supplier to reflect such changes. The supplier is also responsible for making a sample submission and/or PPAP if the corrective action involves product/process changes. The supplier must obtain approval prior to implementing any changes or obtain a deviation approved by the appropriate purchasing and engineering staff.

### **IMDS**

Submission of IMDS for supplied product may be required if required by Flambeau's end customer.

### **Supplier Contacts**

Each supplier should supply a contact list to the appropriate Flambeau buyer. This list should include the president, top sales executive, account manager, plant manager, quality manager, and primary contact person at each supplier location and be updated as changes occur.

- Name, title, e-mail address, Address, phone number(s), fax

### **Delivery**

100% on time delivery is required from all suppliers to Flambeau. On-time delivery is determined by the purchase order due date. The supplier must allow for transit time with the carriers so that all shipments arrive on the date required. Suppliers are allowed a nine (9) day 'grace period' preceding the due date. No allowance is given for past due shipments and will be considered late. Over shipments may be returned at the suppliers' expense. Partial shipments should be forwarded by supplier immediately and the quantity not shipped will be considered late.

Additional freight as a result of partial shipments will be covered by the supplier. Flambeau is a JIT operation and late shipments can cause interruptions in our production schedules and may affect our customers. Any machine down time due to suppliers' late shipments may be charged to the supplier at actual costs.

Whenever the supplier anticipates a late shipment, they must contact Flambeau purchasing for further instructions.

### **Transportation Policy**

Flambeau will specify what carrier to be used on shipments where Flambeau is responsible for freight. Any deviation from these designated carriers must be previously approved by either the Flambeau traffic manager or the appropriate buyer. Unapproved carrier deviation may result in charge back to the supplier for the freight cost difference.

### **Rejection Policy**

If there are rejections on a delivery against an order and the buyer, in order to maintain production schedules, finds it necessary to retain the shipment and inspect 100% and/or do repair work on the product, a charge of \$150 per hour covering inspection or repair work may be made against the supplier. Machine shutdown due to rejected product may also be charged to the supplier at actual costs.

Whenever a rejection is noted, the supplier will immediately be contacted by Flambeau purchasing or SQA. The supplier must respond in the following manner:

1. Replace all stock in question with certified material at suppliers' expense.
2. The supplier shall send, where applicable, the necessary representatives to either Flambeau or the customer to support in solving rejection issues as a result of non-conformance.
3. The supplier may be requested to appear at Flambeau or the customer's facility to sort non-conforming parts.
4. The supplier performance record will be charged for all non-conforming parts that are returned to the supplier or scrapped at Flambeau or the customer.
5. Charges from Flambeau customers may be charged to the supplier as a result of non-conformance.
6. Written corrective action in accordance to the corrective action section of this manual is required for all supplier rejections. (see example in appendix)
7. For return of product, corrections to invoicing errors, scrap and charge, or any related charges to supplier will be provided on Flambeau debit memo form. (see example in appendix)
8. Flambeau reserves the right to inspect product at the supplier's location.

## Flambeau Inc. Quality System Assessment

Supplier Name: \_\_\_\_\_ Date: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_ Evaluator(s): \_\_\_\_\_

\_\_\_\_\_

Contact Name/Title: \_\_\_\_\_

\_\_\_\_\_

Self-assessment (Y or N): \_\_\_\_\_ On-site assessment ( Y or N ) : \_\_\_\_\_

**Score**

0	Major system breakdown	Total points scored	
1	One or more minor findings	Total applicable point	
2	No findings	Percent	
3	No Findings with example of continuous improvement in the last 12 months	Major finding(s) ( Y or N )	

Sect	Quality Management System	Assessor's Notes	Score
1	Does a quality manual exist which addresses the requirements of <a href="#">ISO-9001</a> or <a href="#">ISO/IATF16949</a> ? Does the manual reference procedures and document structure used in the quality system? Does the manual include the scope of the quality management system?		
2	Does a Quality Policy exist that is appropriate to the purpose of the organization? Does it include a commitment to comply with requirements and continuous improvement? Is the policy communicated and understood throughout organization and reviewed for continuous suitability?		
3	Do supporting documents and procedures exist to support the quality system and Quality manual? Are the documents controlled? How are records maintained?		
4	Is there a documented procedure to define the controls needed to approve documents for adequacy, to ensure changes and revision status is identified? Does the procedure ensure documents remain legible and Available at points of use? Are documents of external origin identified and controlled?		

Flambeau Quality System Assessment

Form #06-001

10-25-10

Sect	Management Responsibility	Assessor's Notes	Score
5	Has top management established systems to drive the organization to meet customer requirements? (significant management involvement is required) How does communication take place within organization regarding quality system?		
6	Does top management review the entire quality system at defined intervals to ensure continued suitability and effectiveness? Are quality objectives and evaluation of continuous improvement reviewed by top management? Does top management review customer feedback, process performance, status of preventive and corrective actions? Are there records of the review?		
7	Has top management defined and communicated the responsibility and authority within the organization?		
8	Has top management appointed a management representative who has responsibility to maintain quality system and promote awareness of customer requirements?		
Sect	Resource Management	Assessor's Notes	Score
9	Are personnel performing work affecting product quality competent of the basis of appropriate education and training?		
10	Has the organization developed a process to motivate employees to achieve quality objectives and make continual improvement?		
11	Are there documented procedures for identifying training needs and achieving competence of all personnel performing activities affecting product quality?		
12	Does the organization determine, provide and maintain the infrastructure needed to achieve conformity to product requirements? (building, equipment, support)		
13	Does top management use a multidisciplinary approach to developing facility and equipment plans? Does the plant layout optimize material travel, handling and value added use of floor space?		
14	Does the organization have contingency plans to satisfy customer requirements in event of emergency such as utility interruptions, labor shortages, key equipment failure and field returns?		
15	Does the organization maintain a state of order, cleanliness and repair consistent with the product and process needs? Are potential risks to employees and product safety addressed by the organization?		

Sect	Product Realization	Assessor's Notes	Score
16	Does the organization plan and develop the processes needed for making the product? Includes as appropriate: quality objectives, resources and processes specific to product, required verification, inspection and test activities, and records to provide evidence that requirements have been met.		
17	Has the organization determined the requirements specified by customer, including delivery, statutory and regulatory requirements and any other requirements? Has there been a review of all customer requirements? How are changes controlled within quality system?		
18	Has the organization investigate, confirmed and documented the manufacturing feasibility of the proposed product in the contract review process?		
19	How does the organization effectively communicate with customers in relation to product information, contract handling, and customer feedback or complaints?		
20	If applicable does the organization plan and control design and development of the product? (Inputs, outputs)		
21	If design responsible, does the organization review, verify, validate and control changes of design & development?		
22	Are suppliers evaluated and selected based on their ability to meet quality system and conform to specific purchased requirements?		
23	Does purchased information describe product and are quality records of suppliers established and maintained? Is 100% on time delivery required of your suppliers?		
24	How do you ensure purchased product meets specified requirements? What type of incoming inspection method do you use?		
25	How does the organization manage and then validate its production processes? (control plans, work instructions, job set-up verification) Is focus on preventive measures of production management rather than reactive correction? What type of preventive and predictive maintenance is used on equipment? Does the organization identify, verify, protect and safeguard customer property?		
26	How product is identified throughout the organization with respect to monitoring and measurement requirements? Where traceability is required, how is that accomplished throughout the process?		
27	How is product conformity preserved during internal processing and delivery?		



28	How does the organization ensure monitoring and measurement devices conform to determined requirements? Are statistical studies performed? Are there records of calibration and verifications? Explain calibration system.		
<b>Sect</b>	<b>Measurement, analysis and improvement</b>	<b>Assessor's Notes</b>	<b>Score</b>
29	How are measurement, analysis and improvement processes carried out throughout the organization? Are any statistical techniques used?		
30	Does the organization monitor information relating to customer perception as to whether the organization has met customer requirements?		
31	Does the organization conduct internal audits at planned intervals to determine the quality management system is effectively implemented and maintained?		
32	Does the organization monitor and measure characteristics of the product to verify product requirements have been met? Is there evidence and record of conformity?		
33	How does the organization handle non-conforming product? Are there records of the actions taken?		
34	How does the organization eliminate the cause of non-conformities to prevent recurrences? Are there records of the actions taken?(corrective action, error proofing)		
35	How does the organization eliminate causes of potential nonconformities? Are there records of the action taken?(preventive)		
36	Does the organization continually improve the effectiveness of quality management system? What evidence is there to show continuous improvement?		



**FLAMBEAU INC.  
CORRECTIVE ACTION REQUEST**

<b>CAR No:</b>	<b>Create Date:</b>	<b>Request Date:</b>
<b>MRB No:</b>	<b>Close Date:</b>	<b>Revised Date:</b>
<b>Part No:</b>	<b>Qty:</b>	<b>Response Date:</b>
<b>Desc :</b>		<b>Assigned To:</b>

**Problem:**

.....  
**Root Cause:** (People, Materials, Process, Equipment, Area)

.....  
**Interim Action:**

.....  
**Permanent Corrective Action:**

.....  
**Planned Verification Activity:**

.....  
**Controls/Prevention:**

.....  
**Quality System Changes:**