



*SUPPLIER
QUALITY
MANUAL*

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LANDMARK SUPPLIER QUALITY MANUAL

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LANDMARK SUPPLIER QUALITY MANUAL

ACCOUNTING

WHAT ACCOUNTING NEEDS FROM YOU

❖ ELECTRONIC COMMUNICATION

- All suppliers need to have the ability to communicate by some form of Electronic Communication (such as ASN's).

❖ PRICING

- Landmark desires to work along side all of our suppliers to ensure we receive top quality products at the best price available.
- Suppliers who look for new innovate ways to cut overall product cost to Landmark.

❖ INVOICING

- Landmark shall be billed or invoiced within 3 days of shipment for all goods delivered to our facility.
- Landmark will pay all invoices within 45 days of the invoice date, unless there are circumstances with nonconforming material or invoices.
- All cost associated with the handling of material, whether it is returned/reworked will be the sole responsibility of the supplier.

❖ DEBIT MEMOS

- When unacceptable material is identified and dispositioned Landmark Mfg. will issue a debit memo against the supplier's invoice.
 - When something comes through the shipping receiving department that is rejected, the entire shipment will be put on a payment hold until material is identified and disposition is resolved.

WHAT YOU CAN EXPECT FROM ACCOUNTING

- ❖ Long-term Partnership with supplier who desire to meet price, quality, and delivery of products.
- ❖ Landmark will continue to fine ways to help you the supplier to control overall cost.
- ❖ Landmark will help innovate Continues Improvement.

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PURCHASING

WHAT PURCHASING NEEDS FROM YOU

❖ **COMPETITIVE PRICING**

- Offer us ordering options that will help reduce our cost.

❖ **DELIVERY**

- We need you to work with us toward 100% on time delivery.
- We define **On-time Delivery** as 5 days early to 0 days late. Any orders received outside this window are not on time.
- Communicate potential delivery problems when we place the order. Let us work with you.
- If problems arise during processing let us know.
- You are the first step in satisfying our customers.

❖ **PACKING LIST**

- All packing lists and attached data must be complete.
- At minimum the packing list must contain the purchase order number, the Landmark part number (if not a shelf item), the correct unit of measure, description, and quantity.

❖ **PURCHASE ORDERS**

- The due dates on the purchase order are in house dates not ship dates.
- If pricing is in error, call us.
- If you cannot meet the listed specifications, call us immediately.
- Fill orders completely or contact us.
- Do not overrun orders.
- This Suppliers Quality Manual is considered an attachment to the Purchase Order. All requirements contained in this manual must be met, unless you have prior authorization in writing.

❖ **PACKAGING**

- Maximum weight - 5000#'s skids / 9000#'s coils.
- Maximum outside diameter of coils – 57 inches
- * Banding requirements
- * Wrapping requirements
- * Skid requirements
- * Corner protection requirements
(* Contact purchaser for specific packaging information)

❖ **CORRECTIVE ACTIONS**

- When we find that you have delivered us nonconforming material or parts, we will send you a request for corrective action.
- Answer our CAR's (Corrective Action Requests) completely and within 30 days from the date of issue.

LANDMARK SUPPLIER QUALITY MANUAL

PURCHASING – continued

WHAT PURCHASING NEEDS FROM YOU – continued

❖ **CORRECTIVE ACTIONS - continued**

- Determine the CAUSE, DISPOSITION, IMMEDIATE ACTION, CORRECTIVE ACTION, AND PREVENTIVE ACTION. Communicate this information to us as soon as possible.
- Late deliveries, bad material, or the wrong material add to our costs. We expect you to share in these costs.
- Our customers expect us to maintain a good working relationship, to treat their concerns seriously, and to travel to their sites if needed to resolve issues. We expect the same of you.

WHAT YOU CAN EXPECT FROM PURCHASING

- ❖ We will provide you with the maximum lead-time possible on all orders.
- ❖ We will promptly communicate changes in requirements as they occur.
- ❖ We will communicate problems at the earliest possible time.
- ❖ We will work to provide both security and value by offering Blanket Orders, Single Source, and Larger Volume whenever possible.
- ❖ Our purchase orders are printed in a computer-generated format. This allows us to ensure that each purchase order will contain complete specifications and tolerances for material, as well as description, quantity, pricing, etc.
- ❖ The purchase orders and their attachments are your contract with us.
- ❖ Your company must address every requirement.

LANDMARK SUPPLIER QUALITY MANUAL

QUALITY

WHAT QUALITY NEEDS FROM YOU

Product that meets our specifications, at the price agreed upon, and delivered or available for pickup, on time.


❖ QUALITY REQUIREMENTS

- Landmark Mfg. Corp. requires our supplier to either be ISO-9001 certified or to have a demonstrated plan in place to work toward the achievement of ISO 9001 certification.

❖ FIRST PART APPROVAL.

- Parts and documentation must be submitted to and approved by the Landmark Quality Assurance Department prior to the authorization and commencement of production parts
- All parts must meet the dimensional and visual requirements as defined on the purchase order, drawing, and Quality Assurance Inspection Sheet
- Any stated requirement such as Control Plans, Part Submissions, Capability Studies, etc. must be completed prior to the authorization of the production run.

❖ CONTROL OF KEY CHARACTERISTICS

- Any Key Characteristic (dimension or other) that is critical to the final product is identified with a  symbol.
- Characteristics identified with this symbol require control and must be maintained and documented throughout your process or processes. The type and extent of control must be communicated to Landmark Quality Assurance personnel.
- Statistical data, if requested by Landmark, must be available.
- Lot Traceability
- When required, lot traceability is specified on the Purchase Order

❖ CORRECTIVE ACTION REQUEST

- You are notified via written request when non-conforming product has been detected in our facility.
- We expect you to:
 - Locate and contain all suspect product no matter where, or what stage it is in. If suspect product is in transit to us we expect to be notified.
 - Implement your short term action
 - Conduct an investigation into the "cause" of non-conformance
 - Report back using either our form, or yours, what the cause was, and what you did to eliminate and keep the problem from happening again. They must be completed within the time allotted (refer to Corrective Action Request). An extension can be granted for the due date if needed but you must contact us to obtain this authorization.
 - An on time CAR (Corrective Action Request) response is an adequate response received within 30, days or a corrected response received within 15 days.

LANDMARK SUPPLIER QUALITY MANUAL

QUALITY – continued

WHAT QUALITY NEEDS FROM YOU – continued

❖ CERTIFICATION / VERIFICATION

- Material certification or verification (when required) must come with or before the shipment.
- Faxed information is acceptable but must be legible.
- Landmark reserves the right to send material back to supplier if this happens, at suppliers' expense.
- If we are ordering to a print or catalog specification, we must have verification of print or catalog revisions by the time we receive the material or product.
- If you run into a problem, let us know. After we've received the part it is too late.

❖ CONTINUAL IMPROVEMENT

- Your company should have a philosophy that by making improvements both to quality and production that the overall costs will decline and the bottom line will increase. Examples of Continuous Improvement activities are:
 - Mistake proofing
 - Analysis of motion / ergonomics
 - Overall equipment effectiveness
 - Control charts
 - Monitoring unscheduled downtime
 - Analyzing scrap, rework and repair (should lead to reduction)
 - Utilization of APQP (Advanced Product Quality Planning)
 - Implementation of Process FMEA's (Process Failure Mode and Effects Analysis)
 - Feasibility reviews
 - Customer Satisfaction / Dissatisfaction

❖ TIMELY DISPOSITION OF NON-CONFORMING PRODUCT.

- Landmark is not a storage facility or a warehouse. If material is unacceptable at the time of receipt it will be rejected. Material will be moved to the Nonconforming area, supplier will be notified and disposition will need to be completed within 5 working days after notification of nonconforming material.
- When part of shipment is rejected then the whole shipment is put on hold until identification can be determined.
- Any material/parts that is here longer than 30 days the material /parts will be scrapped and cost debit back to the supplier.
- Any material scrapped at Landmark with a total weight of 3,500 lbs. or less will not receive any scrap credit, as this covers some of our costs of handling.
- Any material with total weight in excess of 3,500 lbs. will be credited .08 lb. (current scrap cost), if scrapped at Landmark.
 - NOTE: As the market fluctuates Landmark will adjust scrap credits, as we feel necessary.
- Any material that is to be returned to supplier (supplier pickup) will receive a flat charge of \$300.00 to cover handling and paperwork.
- Any return material that is delivered to suppliers on Landmark trucks will be charged the flat \$300.00 along with all freight charges.

LANDMARK SUPPLIER QUALITY MANUAL

QUALITY – continued

❖ TIMELY DISPOSITION OF NON-CONFORMING PRODUCT – CONTINUED

- Landmark reserves the right to adjust any or all of the above if needed. If any changes are made we will do our best to contact you in a timely manner.
- We will work with you, but not for you. The removal of non-conforming product is your responsibility, not Landmark's.

WHAT YOU CAN EXPECT FROM QUALITY

- ❖ Prompt notification of non-conforming product with a good problem statement
- ❖ Monthly or semi-monthly reporting or your supplier rating (high volume or problem Suppliers only at this time)
- ❖ All Quality requirements including those not on the Purchase order or in this manual
- ❖ Our assistance when and where you need it. We do not desire to tell you how to run or operate your company but if you are having problems meeting our requirements we want to help and be part of the solution
- ❖ Communication that benefits both of us

LANDMARK SUPPLIER QUALITY MANUAL

SUPPLIER APPROVAL

OVERVIEW

1. As a new supplier, you are required to complete a Supplier Survey that is sent to you before your first order. You are not considered an "Approved" supplier until you submit a completed survey and we have received five (5) acceptable shipments from you.
2. In August 1999, Landmark Manufacturing Corporation changed the supplier approval rating system. The new system is based on delivery, quality, problem resolution (response to CAR's), accounting, packaging issues, and communication.
3. Periodic supplier evaluation was discontinued. Continual tracking of critical parameters (delivery, quality, etc...) has been implemented.
4. Five supplier approval ratings have been established. These are "A" Partner, "B" Approved, "C" Developmental, "D" Probationary, "F" Unacceptable.
5. Purchasing agents give preference to A or partnership rated vendors when soliciting quotes and placing orders.
6. Landmark conducts monthly Supplier Review Board (SRB) meetings to discuss suppliers and rate them A-F based on the items listed in #2 above. A minimum of one member from each of the following departments must be present to conduct the meeting: Quality, Purchasing, Manufacturing, Warehouse, Accounting, and Engineering.

DELIVERY PERFORMANCE

1. We need you to work with us toward 100% on time delivery.
2. We define **On-time Delivery** as 5 days early to 0 days late. Any orders received outside this window are not on time.
3. On-time Delivery requirements are as follows -
 - **A** (PARTNER) **96 - 100% On-time Delivery**
 - **B** (APPROVED) **85 - 95% On-time Delivery**
 - **C** (DEVELOPMENTAL) **75 - 84% On-time Delivery**
 - **D** (PROBATIONARY) **65 - 74% On-time Delivery**
 - **E** (UNACCEPTABLE) **0 - 64% On-time Delivery**
4. Orders that are ready to ship, or Landmark to pick-up on or before the due date, and we fail to make arrangements is not considered "Late".

LANDMARK SUPPLIER QUALITY MANUAL

SUPPLIER APPROVAL – continued

QUALITY PERFORMANCE

1. Quality Performance is monitored through Receiving Inspection and through Floor Rejects.
2. Quality Requirements is the total Parts/Pounds Rejected divided by the total number of Parts/Pounds shipped X 100.
3. All requirements listed on the purchase order, on attachments to the purchase order, in this manual, or in general quality requirements communicated by letter or fax are considered when determining if received material or product is acceptable.

Note: When you receive verbal orders, that do not provide you with complete information on requirements you are responsible for requesting that information.

4. Quality Performance requirements are as follows -

- **A** (PARTNER) **96 – 100%**
- **B** (APPROVED) **85 – 95%**
- **C** (DEVELOPMENTAL) **75 – 84%**
- **D** (PROBATIONARY) **65 – 74%**
- **E** (UNACCEPTABLE) **0 – 64%**

PROBLEM RESOLUTION

1. Problem Resolution is measured through your response to our requests for corrective action.

Note: On most non-conformances you are to be notified, at a minimum verbally within 24 hours. Your reaction to this notification is noted and graded.

2. We send you a request for corrective action each time that you are unable to provide us with acceptable parts or material. If you need an extension, beyond the 30 day limit, please contact us for approval.
3. We expect you to provide an adequate response to our request for corrective action within 30 calendar days of our request. If we are not satisfied with your response, we will notify you and expect an acceptable response within 15 days from that notification.
4. An on time CAR (Corrective Action Request) response is an adequate response received within 30, days or a corrected response received within 15 days.
5. Your timely response in the disposition of nonconforming product is critical. We expect disposition in a timely matter (I.E. days not weeks).

LANDMARK SUPPLIER QUALITY MANUAL

SUPPLIER APPROVAL – continued

PROBLEM RESOLUTION – continued

6. Service is made up of late corrective actions, incorrect invoices, problems with packing list, and no certs with or prior to shipment. The requirements are as follows-

- **A** (PARTNER) **96 – 100%**
- **B** (APPROVED) **85 – 95%**
- **C** (DEVELOPMENTAL) **75 – 84%**
- **D** (PROBATIONARY) **65 – 74%**
- **E** (UNACCEPTABLE) **0 – 64%**

ACCOUNTING/PACKAGING ISSUES

1. Landmark discusses accounting and packaging issues during each meeting of the SRB. Problems are reported to you and may affect your supplier rating. Reporting comes from Accounts Payable, Warehouse Supervisors, Forklift Drivers, Truck Drivers, Floor Supervisors, Floor Personnel, and Receiving Inspection.

COMMUNICATION

1. Landmark discusses at each meeting of the Supplier Review Board any and all issues that deal with: quotes, schedule changes, response and disposition to any non-conforming material, tracking, or any issue that may affect Quality and Delivery.
2. Problems in any of these areas may affect your supplier rating and will be reported to you.

SYSTEM DEVELOPMENT

1. Landmark reviews suppliers through the supplier self-assessment. Landmark sends out a current supplier survey to each supplier. The supplier must complete this survey and return it as soon as possible. Landmark uses this survey to assess and evaluate your system. Completion of this form is a requirement to continue as a Landmark supplier.

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SUPPLIER APPROVAL – continued

TRACKING AND REPORTING

1. The Quality Assurance Department collects and tracks the following information on each supplier; On-time Delivery, Reject Rate, On-time Corrective Action Response, and response to supplier survey.
2. This information is compiled in monthly and year-to-date format and is reported each month following the SRB meeting.
3. The following minimum criteria is used to determine the supplier quality rating;
 - **A** = partner: **96 – 100%**
 - **B** = approved **85 – 95%**
 - **C** = developmental **75 – 84%**
 - **D** = probationary **65 – 74%**
 - **E** = unacceptable **0 – 64%**

Please note that the numbers listed in section 3 are to be used for guidelines. The final grade is issued during the monthly meeting of the SRB and includes issues relevant to the warehouse and accounting in addition to those listed above.

1. If the supplier falls into a “D” or “F” approval rating for one month, a CAR may be issued depending on the severity.
2. If the supplier falls into a “D” or “F” approval rating for two months a CAR is issued.
3. If the supplier falls into a “D” or “F” approval rating for three consecutive months or 4 or more months during the fiscal year, that supplier is asked to attend a meeting at Landmark.
4. If the supplier falls into a “D” or “F” approval rating for 6 consecutive months or 8 or more months during the fiscal year, that supplier is placed on Containment.

CONTAINMENT

1. The VP of Operation, VP of Sales, Plant Manager, or Quality Manager at the supplier location is required to initial a green sticker or label and place it on each container, coil, etc... of product that is shipped during the containment period. This initialed dot signifies that the product has been 100% inspected and is deemed acceptable by upper management.

LANDMARK SUPPLIER QUALITY MANUAL

ATTACHMENTS

- 01 List Of Attachments
- 02 Purchase Order Terms And Conditions
- 03 Corrective Action Request (CAR)
- 04 Contacts For Landmark Mfg

PURCHASE ORDER TERMS AND CONDITIONS

AGREEMENTS. No condition inserted by you in acknowledging or accepting this order shall be effective if in conflict with the terms and conditions stated herein unless such conditions are accepted in writing by Landmark. This Purchase Order constitutes Landmark's offer to vendor and becomes a binding contract on the terms and conditions set forth herein, including those on the front and back of Purchase Order when it is accepted by you either by acknowledgment or the commencement of performance required by offer. The terms and conditions stated herein and on the face of this order are binding on you, your heirs, devisees, executors, administrators, trustees, receivers, successors and assigns.

GENERAL

1. Certification or verification must precede or accompany material for final acceptance. Certification required for raw material only. (E.G. steel, aluminum, coil, sheet, tubing, etc.) manufactured or shelf stock items must have verification of print revision or catalog specs.
2. Invoice unit of measure must match purchase order unit of measure.
3. Purchase order number, Landmark part number, and quantity shipped must be noted on invoice.
4. Due dates on front of purchase order are Landmark in-house dates not ship dates.
5. Material is not to be delivered more than 5 days prior or on the due date.
6. Over shipments in excess of 10% of total order may be retained at vendors expense. Landmark may, at your direction shall, return excess items, and all transportation charges, both to and from the original destination, shall be paid by you.
7. Landmark reserves the right to charge back to you any additional delivery expense incurred as a result of you shipping in any way except as specified on the face of the Purchase Order.
8. Reject materials may be returned at vendor expense.
9. Landmark reserves the right to repair defective material and charge you Landmark's actual labor cost, plus actual factory overhead.
10. Orders over 30 days past due may be canceled at Landmark's discretion.
11. No substitutions of material are acceptable without prior written approval of the Purchasing Department. If confirmation of and/or corrections and/or exceptions to the stated prices, terms, descriptions, and delivery dates are not received in ten (10) working days from the Purchase Order date, it will be construed that you have accepted the Purchase Order as written as a legal obligation to comply as requested on the Purchase Order.
12. Landmark reserves the right for Landmark, or our customer, to verify or inspect product on your premises.

WARRANTY. You expressly warrant that all items covered by this order will be furnished in strict accordance with the provisions of this order, the specifications or drawings or other descriptions furnished by Landmark, and standards of all laws and governmental rules and regulations, relation to such goods or services, and shall be free from defects in design, material and workmanship. Landmark's drawings shall not relieve you of any of its obligations. You agree to make no deviations from specifications approved by Landmark where such deviations may change the form, fit, function, or reliability of the product to be supplied by you. You further agree to defend, protect, and hold harmless Landmark, its successors, and customers against any and all claims for personal injury, property, consequential, or special damages, claimed or alleged because of improper or defective material, workmanship, or design where design and specification is your product. You specifically agree to defend, indemnify and hold harmless Landmark from any and all claims, losses, damages, and settlement expenses resulting from or arising out of a breach of your warranties and of which you've been notified at any time by Landmark.

INSPECTION/TESTING. All items furnished shall be subject to inspection and acceptance by us during manufacture where practical and at all other times and places and all items shall be received subject to our inspection and acceptance or rejection. Inspection or test of, or payment for any item shall not constitute an acceptance. Without limiting its remedies under law, Landmark may either replace or correct any nonconforming goods or services and charge the seller the cost of such replacement or correction or cancel this order for default. Landmark reserves the right to reject any shipment that does not meet the requirements and instructions above and on the face of the Purchase Order. You will be responsible for **all** costs associated with items tested and found not to be in compliance with specifications or standards of the purchase order.

PURCHASE ORDER TERMS AND CONDITIONS

ASSIGNMENT. You will not assign the performance of this order without prior written consent of Landmark.

COMPLIANCE WITH LAWS. You agree in accepting this order to comply with all applicable local, state and federal laws, government orders, directives and regulations.

FORCE MAJEURE. This order is subject to modification by Landmark in the event of fire, accidents, strikes, Government Acts or other conditions beyond Landmark's control.

DEFECTIVE GOODS. If any of the items fails to meet the warranties, you, upon notice from Landmark, shall promptly correct or replace the same at your expense. If you fail to do so, Landmark may cancel this order as to all such goods, and in addition, may cancel the remaining balance of this order. Landmark may, and at your direction shall, return such goods to you at your risk, and all transportation cargoes, both to and from the original destination, shall be paid by you. Any payment for such goods shall be refunded by you unless you promptly correct or replace the same at its expense.

INDEMNIFICATION. You agree to indemnify and hold Landmark harmless from any and all claims and expenses of any nature whatsoever, including but not limited to court costs and attorney fees, made against us arising out of so-called product liability claims, which includes claims for negligence, breach of warranty and strict liability by third parties involving items furnished by you pursuant to this Purchase Order. You further agree to furnish Landmark on request evidence that you maintain product liability insurance in amounts and with companies satisfactory to us covering product liability claims as above defined. You will defend, indemnify, and hold Landmark harmless against all claims, liabilities, losses, damages, and settlement expenses for injury to or death of any person and damage to or loss of any property allegedly or actually resulting from or arising out of any act or omission, or negligent work by you, your employees, agents, or sub-contractors in connection with the performance of this order.

PATENTS. You warrant that the sale or the use of the items hereby ordered, alone or in combination with other items, in the manner in which such material is designed for use or is customarily used will not infringe on United States or foreign patents and undertake to save harmless Landmark its successors or assigns, from all judgments, decrees, costs and expenses resulting from such alleged infringement, and agree that you will at your own expense, defend or assist in the defense of any suit or action which may be brought against Landmark, or its successors or assigns, claiming any such alleged infringement.

GUARANTEE OF QUALITY. You certify that the items being supplied as ordered on this Purchase Order is guaranteed as to quality and workmanship for a reasonable period of time. Said period of time shall be relative to the circumstances in each case, and relative to the settlement of warranty claims made by Landmark to its customers. You will maintain a quality assurance system which is adequate to detect and prevent shipment of nonconforming goods and services.

FAIR LABOR STANDARDS ACT COMPLIANCE. You warrant to Landmark that in the production of the goods and/or services described herein you will comply with the requirements of the Fair Labor Standards Act of 1938, as amended.

NONDISCRIMINATION AND CERTIFICATE OF NONSEGREGATED FACILITIES. You hereby certify that you will fully comply with Executive Order 11246, as amended by Executive Order 11375, Section 503 of the Rehabilitation Act of 1973, as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended and Executive Order 11625, as amended and the rules and regulations issued thereunder, which are hereby incorporated by reference as appropriate. You also agree to obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding \$10,000, which are not exempt from the provisions of the Equal Opportunity clause and that you will retain such certifications in your files.

EQUIPMENT. Unless otherwise agreed, you shall furnish at your own expense all necessary dies, tools, gauges, fixtures and patterns required for the production of the items covered by this Purchase Order. Special tooling furnished by Landmark shall be and shall remain the sole separate property of Landmark, and shall remain free and clear of any liens, encumbrances and security interests in your favor, your creditors, successors, or assigns. Upon demand by Landmark, you shall take all necessary action to put Landmark in possession of same.

CORRECTIVE ACTION REQUEST

(CAR)

TYPE OF CAR:

CUSTOMER SUPPLIER INTERNAL

LANDMARK CAR # _____ DATE RECEIVED _____ WHO REQUESTED CAR _____

CUSTOMER / SUPPLIER _____ PART # _____

CUSTOMER SCAR # _____ LANDMARK RA # _____ QTY REJ _____ QTY RTN _____

ISSUED TO: _____ DATE DUE TO QUALITY MANAGER: _____

PROBLEM / NONCONFORMANCE

SHORT TERM CORRECTIVE ACTION & CONTAINMENT

5 WHY – ROOT CAUSE ANALYSIS

WHY? _____

WHY? _____

WHY? _____

WHY? _____

WHY? _____

PERMANENT CORRECTIVE ACTION

DATE DUE _____

Answered By _____ Date _____

Approved (Quality Mgr.) _____ Date _____

VERIFICATION OF CORRECTIVE ACTION

DATE DUE _____

VERIFIED BY :

DATE