



# Supplier Quality Manual

Supplier Quality Assurance

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# **Supplier Quality Manual**

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## Supplier Quality Manual

### Introduction

The Supplier Quality Manual Serves as a guide for aiding suppliers in understanding that **communication and cooperation** are the key elements of JLG Quality. The manual sections are the minimum practices that **must** be effectively implemented at all supplier facilities.

This applies to ALL SUPPLIERS of:

- \* Distribution Centers
- \* Production Materials
- \* Production or Service Parts
- \* Manufacturers of Machinery
- \* Any Component thereof

Machinery consists of tooling and equipment to perform such processes as assembly, plating, machining, casting, stamping, measuring, molding, forming, packaging, gauging, painting/coating, or other related manufacturing technologies.

Increasing quality and delivery expectations, on time delivery, cost reduction pressures, and globalization of markets are driving our business to identify new methods of delivering quality products and systems.

It is JLG's mission to provide our customers with defect-free products and services, supply them this product globally and at the lowest total cost. The goal is simple - to be the benchmark supplier in every market. This goal can only be achieved with the support and commitment between you, our supplier and us. Clear, concise expectations and requirements will make the supplier-customer relationship more rewarding for all.

### Supplier Quality Assurance (SQA)

SQA assists supplier development and the implementation of Quality Assurance Programs. It includes process qualifications, problem solving, corrective and preventative action, supplier qualifications, quality performance reporting and warranty. JLG's Quality Requirements and expectations within ISO standard are key.

### Supplier Quality Development Improvement Program

SQA has developed this program to educate, develop and improve JLG's Supply Base with a focus on Continuous Improvement and Lean Manufacturing. **Three** segments comprise this program:

**Focus Supplier Program:** Identifies which suppliers requires extra-ordinary Supplier Quality attention and provides a method to work with these suppliers to **STABILIZE** their quality performance.

**Supplier Development University:** is a structured training program consisting of *three training modules* used to develop and/or redefine a supplier's quality system.

**Module 1:** Corrective Action Training

**Module 2:** PFMEA, Control Plans, Process Flow Maps, and Work Instructions

**Module 3:** APQP and PPAP Process

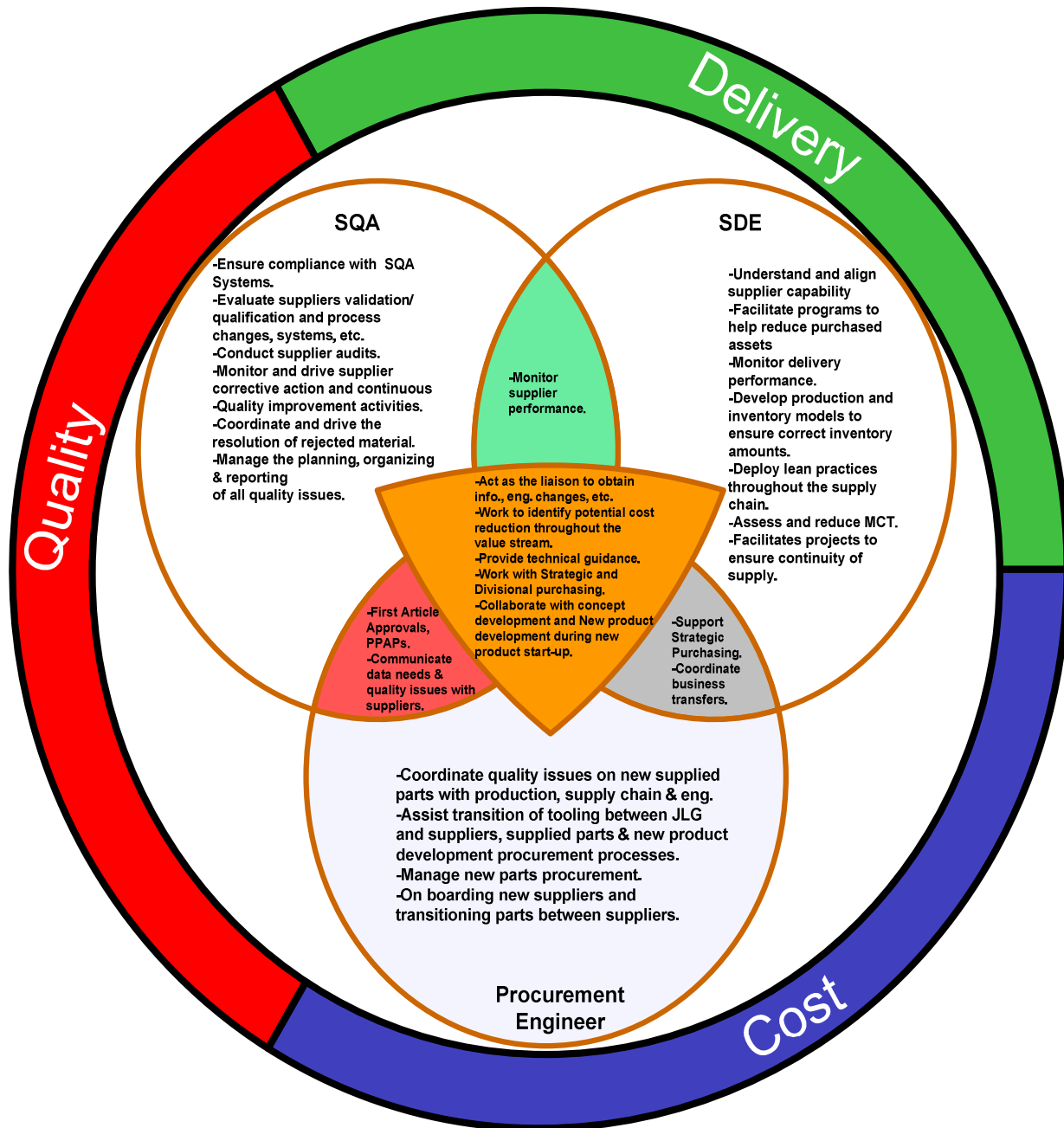
Supplier Training Expectations as follows:

- \* Suppliers **must** utilize the Quality Matrix to summarize all Corrective Action activities
- \* Suppliers **must** provide a plan and show how they will implement the training into their Quality System
- \* Suppliers **must** establish quality benchmarking and show improvements during the course.

**Supplier Development:** will work with suppliers to **IMPROVE** and align their capabilities with JLG's requirements. Key areas

- \* Reduce Lead Times
- \* Increase Flexibility
- \* Improve Production and Inventory Planning
- \* Align Scheduling and Ordering Policies
- \* Provide Technical Assistance: Error Proofing and 5S Principles..

“Lean” seeks to eliminate non-value-adding activities and waste from your business. Overall, it gives you a competitive advantage by **lowering operating costs and improving productivity.**





## Supplier Quality Manual

### 1.0 Advance Quality Planning

#### 1.1 JLG Philosophy

JLG Industries is the World's Leading Producer of mobile aerial work platforms (AWP) and a leading manufacturer of telescopic material handlers (TMH). JLG Industries is committed to being the provider of choice worldwide for aerial access equipment. The company's vision comes through World-class leadership, teamwork and dedication. The company adheres to the following core values:

Customer Focus: We recognize that our leadership in the industry depends on our ability to respond to the needs of our customers. We desire a communication partnership.

Quality Standards: We expect to be identified by our customers as # 1 in quality and service. Quality will be achieved by meeting or exceeding our customer's expectations with all products and services.

World Class Products: We provide value product meeting customers' needs throughout the world. We strive to introduce products that address or anticipate new opportunities in all the markets we serve.

Integrity: We conduct ourselves with a high degree of ethics. We strive to be good citizens in our communities and to be sensitive to the needs of customers, employees, suppliers, and shareholders.

Pursuit of Excellence: We continually question and challenge the way we do things. Our desire is to promote innovation, responsiveness, and flexibility that will keep the organization focused on excellence.

#### 1.2 Quality Policy

It is the policy of JLG Industries to deliver *defect-free products and services to our customers on time, every time*. JLG Industries is committed to meeting these objectives by continually improving our quality systems and processes. We expect to be identified by our customers as # 1 in terms of quality and service.

#### 1.3 Application

The requirements stated in this manual are in addition to (and do not replace or supersede) any of the requirements outlined in JLG issued purchase orders, engineering prints, specifications requirements, JLG Terms and Conditions of purchasing, or other JLG requirements.

#### 1.4 Evaluation of Quality Management System (QMS)

A Quality Management System (QMS) establishes standards, providing assurance about an organization's ability to satisfy quality requirements and to enhance customer satisfaction.

QMS is a set of policies, processes and procedures required for planning and execution (production / development / service) in the core business area of an organization. QMS integrates the various internal processes within the organization and provides a process approach for project execution. QMS identifies, measures, control and improves core business processes, ultimately leading to improved business performance. JLG SQA evaluates suppliers using the JLG Site Assessment and Audit Process.



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## **Supplier Quality Manual**

### **2.0 Supply Base Management**

#### **2.1 Global Procurement & Supply Chain (GPSC) Responsibilities**

All raw material and components are obtained through the corporate purchasing process. All raw materials and component parts will be classified by commodity type to develop consistency across all suppliers within that commodity and JLG facilities.

Commodities will be maintained by the Commodity Managers, responsible for establishing a qualified suppliers list, supplier quotes, award new business and establish terms and conditions for suppliers within their commodities.

Managers will maintain an Approved Supplier List and monitor the performance of each supplier. A Supplier Audit Request will be initiated by the GPSC Department based on the suppliers' capabilities, quality, stability, price and delivery requirements. The GPSC Department shall request the Audit for "New" Suppliers.

##### **2.1.1 Delivery Requirements**

**JLG requires 100% On-Time Delivery Performance** from all its suppliers. It is the responsibility of the supplier to notify the affected JLG facility of **ALL** possible delivery delays.

JLG defines packaging and label requirements (See Section 4.8). The supplier must ensure satisfactory protection against damage, contamination, and corrosion during shipment. Suppliers are encouraged to use returnable containers, where possible, and to provide internal separation/lining, if necessary, to maintain appearance requirements.

#### **2.2 Current Suppliers**

All suppliers providing products and services will be controlled by the GPSC Department.

Each supplier that delivers production material to JLG Facilities will have a Supplier Rating for Quality.

The Supplier Rating for Quality is monitored by the SQA Department for basis of adding or deleting the supplier from the Supplier Audit Schedule and/or the Approved Supplier List.

The Quality Rating is based on the number of parts delivered and the number of parts rejected in receiving inspection and/or during factory operations.

**All Probationary Suppliers will be reviewed by the SQA Department on a Quarterly Basis.**

#### **2.3 "New" Suppliers**

A "new" supplier has never done business with JLG or is a past supplier who has not supplied product to JLG within the last three years. All "new" suppliers must be qualified prior to the awarding of business.

On-Boarding is a defined and structured process involving Purchasing, Quality, Engineering, and Manufacturing working together to bring a "New" Supplier into our system. It includes the following:

- \* Supplier Selection
- \* Supplier Site Assessment & Audit
- \* Supplier Approval Process
- \* Supplier Part and Process Validation (PPAP)
- \* Supplier Rating System
- \* Supplier Quality and Development

*Why have an On-Boarding Process?*

Currently, there are a variety of methods that a potential supplier can become a supplier to JLG Industries. Because of this, various functions (engineering, manufacturing, quality, and etc.) may be unaware of this new supplier. This disconnect leads to non-value added time and effort to address and resolve a wide array of issues. The On-Boarding Process is not a new concept but an enhancement to our current system using industry standards.

*The goal of the On-Boarding Process.*

On Boarding connects the entire value stream, ensuring all internal departments are connected and working together to bring on "New" Suppliers.



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## Supplier Quality Manual

### 3.0 Advance Quality Planning

Advanced Product Quality Planning (APQP) is a structured approach for defining, establishing and specifying goals for product quality. Quality planning focuses on developing processes with process controls that, when properly managed, will ensure a high degree of quality within the manufacturing/assembly system.

Quality planning begins with a company's management commitment to defect prevention and continual improvement, as opposed to defect detection.

Suppliers may be requested to become involved early in the product development process to understand the use of their product and its impact on the quality of the finished product. All aspects of the product performance and expectations should be clearly understood by the supplier. The supplier may be requested to participate in customer's plant level APQP program which may include, but not limited to, technical reviews, design reviews, logistics planning and other activities as defined by Customer Engineering and Quality.

#### 3.1 What is APQP?

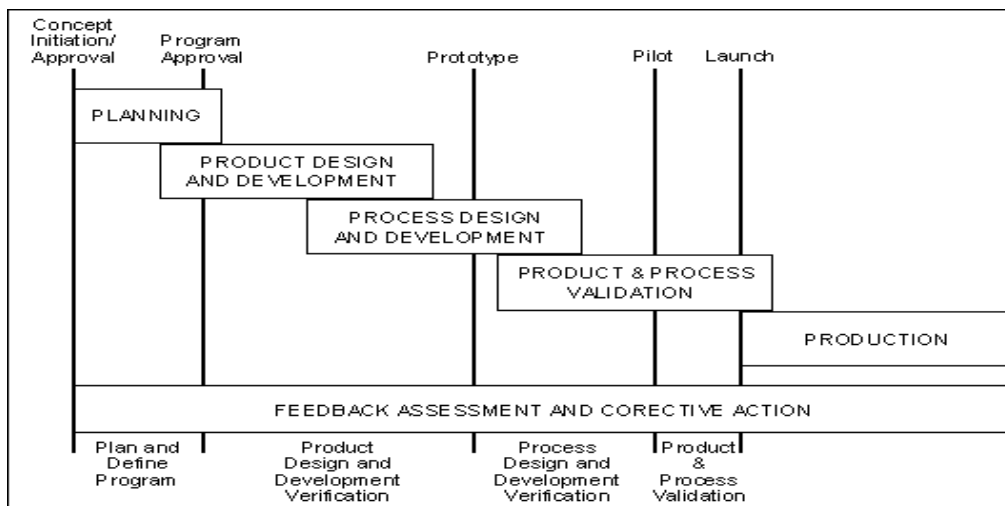
Advanced Product Quality Planning (APQP) is a process that consists of four phases and five major activities along with ongoing feedback assessment and corrective action as shown below.

##### APQP Process involves these major elements:

- \* Understand Customer Requirements
- \* Proactive Feedback & Corrective Action
- \* Design with Process Capabilities
- \* Analyze & Mitigate Failure Modes
- \* Verification & Validation
- \* Design Review
- \* Control Special/Critical Characteristics

##### Benefits:

- \* Improved efficiency.
- \* Improved communications.
- \* Increased success on meeting target quality.



### 3.2 Integrated Product Development (IPD) Prototype Parts

The IPD Program identifies and corrects issues minimizing potential part variation. IPD personnel will coordinate requirements with suppliers.

If review of the Part Inspection Report indicates the parts do not comply with the prints, or part examination discloses an unsatisfactory condition not covered by the report, it shall be the supplier's responsibility to resolve all discrepancies with the JLG Product Design Engineering. This needs to be communicated in writing to the JLG IPD Commodity Manager. If resolution of the discrepancy results in a tooling, material or processing change, the supplier will correct the situation, resubmit an inspection report on the revised parts, and communicate the resolution in writing to the JLG IPD Commodity Manager as soon as possible.

### 3.3 Production Part Approval Process (PPAP)

The purpose of PPAP is to determine if the supplier meets the JLG Specification Requirements, and is reliable, consistently meets the requirements during an actual production run at the quoted production rate.

If a PPAP submission has been requested, the supplier shall be responsible for submitting all materials for the PPAP package as an element of the verification process. Unless formally waived by JLG, a supplier of standard catalogue production or service parts must comply with PPAP. As long as the items are offered or stated as being available, tooling has to be maintained for standard catalogue items. A 'PPAP Request Form' will be provided when PPAP is required.

If a PPAP submission has been requested, suppliers must obtain JLG written approval of the PPAP package prior to shipping product to JLG Manufacturing facilities. Suppliers are not authorized to ship products to JLG without full or Interim PPAP approval unless a deviation is in place. Interim PPAP approval permits the supplier to ship material on a limited time or quantity basis.

### 3.4 Dimensional Results

Dimensional results **MUST** be performed on production parts to determine conformance with all JLG Specifications.

JLG requires three samples checked 100% dimensionally, with all three samples to be submitted with a hard copy of the PPAP to JLG.

### 3.5 PPAP Submission Requirements

Submission shall be made in accordance with AIAG (Automotive Industry Action Group) or PPAP Manual (latest revision).

**As the default level for all submissions, Level 3 must be used by the supplier unless otherwise specified by the JLG.**

A supplier of bulk material only must use Level 1, as default level for all bulk material PPAP submissions unless otherwise specified by the JLG.

#### 3.5.1 Part Submission Warrant (PSW)

All information fields must be completed. Warrant must be signed & dated by the supplier's authorized representative. For each JLG part number, a separate PSW must be completed. If production parts will be produced from more than one cavity, mold, tool, die, pattern, or production process, e.g. line or cell, the supplier shall complete a dimensional evaluation on one part from each. The specific cavities, molds, line, etc. shall be identified in the "Mold/Cavity/Production Process" line on a PSW, or in a PSW attachment.

#### 3.5.2 Product Sampling

- \* JLG requires the supplier to completely verify 3 PPAP Samples and report the results.
- \* The exception to 3 PPAP Samples is multi-cavity (more than 6 cavities) molds and dies in which case 1 piece from each cavity must be completely verified.
- \* PPAP Samples are to be identified in accordance with JLG PPAP Labeling Requirements. (See JLG PPAP Process) so that it may be linked to the specific layout and test report supplied with the PPAP.
- \* A sample size of 3 pieces will be required as PPAP Samples.

### 3.5.3 Process Failure Modes and Effects Analysis (PFMEA)

PFMEA is systematic team driven approach that identifies failure modes in a system, product, or manufacturing/assembly operation caused by either design or manufacturing/assembly process deficiencies. It also identifies critical or significant design or process characteristics that require special controls to prevent or detect failure modes. PFMEA is a tool used to prevent problems from occurring.

Corrective Action is **REQUIRED** for **Risk Priority Number (RPN) greater than 100**.

### 3.5.4 Control Plans

A Production Control Plan is REQUIRED for all part numbers, including all components & finished products. Refer to the JLG PPAP Process for examples of the Production Control Plan.

The product control plan is developed using information obtained from the PFMEA, feasibility studies, JLG prints and/or specifications. It is a written description of the system and processes that have been developed and implemented to prevent the production of nonconforming material. A single control plan may be developed for a family of parts produced by the same process provided that all unique characteristics are identified.

### 3.5.5 Process Flow Diagrams

This is the diagrammatic depiction of the process, decision and inspection points. All processes and operations must be shown.

### 3.5.6 Product Trial Run (PTR)

The product for PPAP production parts must be taken from a significant production run. This production run will consist of the specific purchase order quantity, unless otherwise specified by JLG.

The run must be manufactured at the production site using the tooling, process materials, gauging and operators from the production environment.

For special or critical product/process characteristics, a minimum of **1.33 (Cpk)** is required.

Supplier shall establish and implement a detailed action plan for **(Cpk)** of less than the required **1.33**. This plan shall be detailed in the PPAP submission. The manufacturing process shall be performed using production machines, equipment, and tooling capable of maintaining the required quality requirements.

## Supplier Quality Manual

### 4.0 Quality Requirements

#### 4.1 Material Certifications

All materials supplied to JLG Industries shall conform to the print requirements and any applicable Code or Manufacturing Standard as specified on the JLG Print.

All materials used for the manufacture of JLG parts shall be purchased in accordance with the designated specification listed on the JLG prints. The supplier shall verify that all material used in the manufacturing process complies with the designated material for the JLG part being manufactured. The material identification shall be maintained through the manufacturing process and provided with the completed parts as required. When certifications are not required by JLG, the supplier shall maintain proof of conformance and provide this information to JLG as requested.

Suppliers are obligated to immediately notify JLG of nonconforming or suspect material that may be in transit or already delivered. The supplier shall start containment of the materials at their facility and provide assistance to all JLG facilities to inspect and contain any delivered material.

Nonconforming material shall count against the supplier quality performance ratings and be reported to the supplier by the JLG Discrepant Material Report (DMR), GPSC Department and the SQA Website.

Material / process / equipment / structure changes, the supplier may request an approved deviation request in accordance with JLG Deviation Request Process. (See Section 4.7)

All "New" materials provided to JLG will require compliance with the JLG PPAP Procedure (See Section 3.5).

All materials provided shall comply with JLG Specifications as defined on the purchase order. Suppliers will label each shipping container in compliance with JLG Shipping Requirements.

#### 4.2 Statistical Process Control (SPC)

Statistical Process Control (SPC) is a tool designed to monitor the manufacturing process to determine if the process is stable, capable of producing parts to the customer's design specifications on an ongoing basis and providing a method of continuous improvement to the process as warranted.

Critical and significant characteristics will require a Capability Study to ensure that these characteristics can be manufactured to the design specifications (See 4.2.1).

##### 4.2.1 Process Capability Study: Major / Significant Characteristics

A short-term study to determine if the process can produce to Engineering specifications. This study will consist of at least (30) individual parts and have a Capability Study (**Cpk**) => **1.33** (*lot sizes less than 30 pieces will need approval through the Supplier Quality Assurance Department*).

All data is to be plotted on a control chart, with all points being in control and no unexplained points outside the control limits.

Processes meeting the minimum criterion of **Cpk** => **1.33** are allowed to be inspected under a sampling plan of the supplier's choice.

**Processes not meeting the minimum criterion of Cpk => 1.33 are usually considered unacceptable for production. This process should either be reviewed for process improvement or will be subject to 100% inspection on those characteristics (See 4.2.2).**

After process improvements have been made, preliminary studies should be repeated to verify the effectiveness of those improvements. Remember, in order to accurately measure variation, the measurement system should discriminate to one tenth of the Engineering tolerance or better.

Process characteristics that cannot be improved may be requested by the supplier to be reviewed by the customer's Engineering Department for a change in the tolerance through a deviation request. All preliminary process capability studies are to be accompanied with PPAP.

#### 4.2.2 Dimensional 100% Inspection

100% inspection will require each part to have the designated characteristics 100% checked to the engineering specifications and documented for future reference.

Information on Statistical Process Control (SPC) techniques can be obtained through the following resources.

ASQ - American Society Quality  
AIAG - Automotive Industry Action Group  
Local Technical College

#### 4.3 Gage and Measurement System

The supplier shall have a gauge calibration system that provides for the maintenance and accuracy of all gauges and measuring equipment (whether supplier owned or furnished), test equipment, fixtures or tools used to perform acceptance inspection of products or materials.

All gauges and measuring equipment must be clearly identified and demonstrate the gauge or measuring equipment is calibrated and within the calibrated due date.

Standards used for calibration purposes must be traceable to the National Institute of Standards and Technology (NIST).

Suppliers are obligated to inform customer of any material or product shipped and found to be manufactured with damaged or out of calibration equipment.

#### 4.4 Nonconforming Materials

Suppliers are obligated to immediately notify the customer of nonconforming or suspect material that may be in transit or already delivered.

The supplier is obligated to immediately enact containment measures in their facility to prevent any future products from shipping to the customer.

The supplier is also responsible to provide 24 hour containment actions in the following areas:

- \* Product or Materials at the customer facilities.
- \* Off-site and/or Warehouse
- \* Shipments in route to the customer

Supplier Notification of Nonconforming Material to the Supplier

Nonconforming material will result in an e-mail notification to the supplier.

The supplier is obligated to immediately enact containment measures in their facility to prevent any future products from shipping to the customer.

*The supplier is also responsible to provide 24 hour containment actions in their facility.*

Nonconforming material will count against the supplier's quality performance. Quality performance will be communicated to suppliers through the customer web site (See Section 6.3).

#### 4.5 Supplier Corrective Action

##### 4.5.1 Supplier Initiated Corrective Action

The supplier will notify customer of potential issues (See Section 4.4 Nonconforming Material)

##### 4.5.2 Informal Corrective Action

Customer will notify supplier of potential issues to start investigation.

##### 4.5.3 Formal Corrective Action

Customer will notify supplier to respond to nonconforming material and will require corrective action to be put in place. All root cause analysis activities shall be conducted using the 8D Methodology. The 3D process will be used for containment purposes only, where as the 8D Methodology will encompass the complete problem solving process including containment, root cause, and verification. (See 4.5.4 for Structured Problem Solving).

#### 4.5.4 Structured Problem Solving (8D Corrective Action)

##### D1 - Team Approach

Establish a small group of people, with the process/product knowledge, allocated time, authority, and skill in the required technical disciplines to solve the problem and implement corrective actions. The group must have a designated champion.

##### D2 - Describe the Problem

Specify the customer problem by identifying in quantifiable terms.

##### D3 - Containment Measures

Define and implement containment actions to isolate the problem from the customer until permanent corrective action is available (See 4.5.5 Containment).

##### D4 - Root Cause Analysis

Review ALL possible root causes and maintain documentation on decision process.

##### D5 - Permanent Corrective Actions

Identify permanent corrective action for **EACH** root cause.

##### D6 - Corrective Action and Verification

Implement the permanent corrective actions. Choose on-going controls to ensure the root cause is eliminated.

##### D7 - Preventive Actions

Identify what management systems, if in place, would have prevented this problem. Modify the management systems, operating systems, practices, and procedures to prevent recurrence of this and all similar problems and document. Apply this solution to similar processes within the organization.

##### D8 - Final Conclusion

Verify that all corrective actions taken were effective. Recognize the collective efforts of the team.

#### 4.5.5 Containment

An initial response concerning *Containment Activities* is required within **24 hours** after being contained by JLG. The supplier must contain all materials at JLG facilities, off-site (warehouse), and any material in transit. The supplier must provide Returned Goods Authorization (RGA) at that time, if parts are to be returned.

#### 4.5.6 Sorting and Rework

When supplier's parts do not meet JLG Standards and JLG's Production Schedule is at risk, the supplier shall assist in sorting and rework activity. Sorting and rework are done to support production schedules which will maintain JLG 's commitments to Customer Ship Dates.

- \* **Charge Backs:** are for sorting and rework done by JLG that will be debited against the supplier for all expenses related to the activity (See Section 7 Cost Recovery).
- \* **Supplier or Third Part Activity:** are for additional temporary manpower needed by JLG that will be charged to the supplier. If the supplier sourced the manpower through JLG's onsite temporary manpower agency, the supplier will be billed directly by the agency.
- \* **Supplier Support:** is the presence of a required supplier representative while sorting and rework operations are conducted. If the supplier provides their own manpower to sorting and/or rework material, they will be allowed to sort and/or rework material on JLG properties, space permitting.

#### 4.6 Supplier Product Change Notification (SPCN)

Suppliers often propose design changes or modifications to help reduce cost, improve quality, reliability of product, and fits process capability. **ALL** proposed design changes or modifications, whether permanent or temporary and including proprietary designs, **MUST** be reviewed, approved and authorized in writing by JLG or designee.

The supplier or sub-suppliers shall not make any changes in part design, material, or manufacturing process without prior written JLG Authorization.

A Deviation or PPAP submission may be required.

If a supplier wishes to change manufacturing location(s), the supplier or sub-supplier **MUST** notify JLG (See SPCN Letter on JLG Website), and the new manufacturing location shall be qualified, (An Audit will be conducted) and material/ part validation and a PPAP will be required.

The Supplier shall send a Supplier Notification Letter and receive approval from JLG before changing a process. The supplier shall complete the letter from the SQA Website. The Supplier shall send the completed letter to SQA on contact list. All process changes must be approved by JLG GPSC, the assigned SQA and Engineering. Purchasing, SQA and Engineering will review the request, approving or rejecting at their discretion. If a print change is required, the Engineering Change Order process will start and the Supplier will await a new print before proceeding with the change.

Failure to request a process change before carrying out a change without approval will result in a Corrective Action Request. In addition, JLG may exercise its rights to audit the supplier to assure no additional process have been changed, and that all quality procedures are being followed.

#### 4.7 Supplier Deviation Request

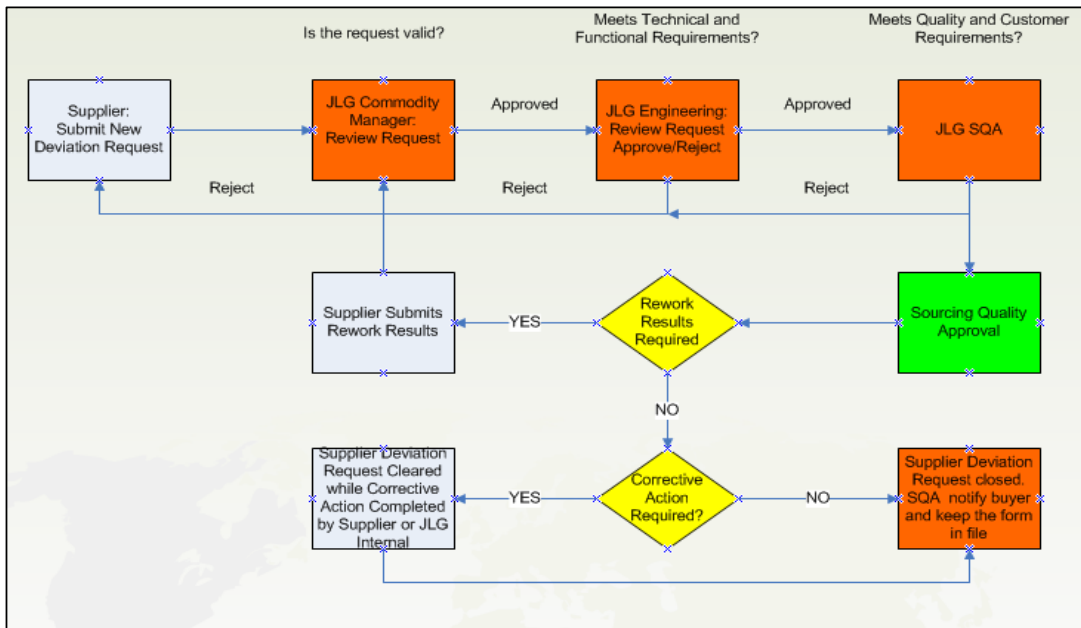
When the supplier has non-conforming parts that they would like JLG to consider, the supplier needs to complete a Supplier Deviation Request Form (See JLG SQA Website). The Supplier Deviation Request is one process used to make improvements in the products that JLG receives from suppliers. In many cases, the demands of our equipment are too rigorous, and we cannot deviate from the specifications. However, there are opportunities to provide components or material that deviate from the specifications. These parts can still comply with JLG specifications, and can still be used without compromising the function of the equipment or the customer perception of the quality of the JLG product if a Deviation Request is required.

If a supplier has product that is to be delivered to JLG and that product does not meet JLG specifications, the supplier is required to complete and submit a Supplier Deviation Request. The completed Supplier Deviation Request form should be sent to the JLG Commodity Manager for internal approval routing. After approval, the supplier will receive back a signed PDF copy of the Supplier Deviation Request form. The supplier should keep this copy on file for future reference. The Supplier Deviation Request **must** specify the following:

- Quantity of Parts
- Corrective Action Response to Deviation Request
- Explanation of the Deviation
- Specific Time Frame for Deviated Parts to be used
- Product Traceability of Deviated Parts

The Supplier Deviation Request will not change JLG quality requirements. The deviation process streamlines the information flow when non-conforming issues arise. The process can prevent delays and additional costs by early notification to JLG of problems in the supplier manufacturing processes.

##### 4.7.1 Supplier Deviation Request Process Flow Diagram



**The Supplier Deviation Form should be completed prior to material(s) being shipped to JLG.**

A JLG Commodity Manager, Engineering, SQA and Manufacturing team member will review this form. A decision will be made based on the information provided by the supplier and the deviation will be either accepted or rejected based on the potential performance impact, or customer quality perception.

When the supplier is proposing a material substitution to JLG, the supplier is required to provide documentation for comparison of properties and chemical analysis. Properties shall include:

- Yield Strength
- Comparison of Tensile Strength
- Hardness
- Elongation
- Impact Strength
- Reduction of Area

Chemistry shall include a list of all elements and their specifications for deviation.

#### 4.8 JLG Labeling Requirements

Labeling shall comply with all requirements defined on the purchase orders or other documentation communicated from JLG SCM. Suppliers are to label each shipping container of material as follows:

All packages will be labeled with Bar Code Identification. Bar Codes will include the following:

- \* Purchase Order Number (PO Number)
- \* JLG Part (s) Numbers
- \* Quantity
- \* Location Number
- \* Readable Supplier Name

The Bar Code label MUST conform to ANSI MH10.8 using Code 39 with Data Identifiers, as described in ANSI/FACT-1\* Data Identifiers to be used are as follows:





- K** = Purchase Order Number (PO Number)
- P** = JLG Part(s) Numbers
- Q** = Quantity
- " " = Location Number

ANSI MH10.8\* Code 39 also calls for a Quiet Zone. The Quiet Zones are areas at the beginning and end of a Bar Code Symbol that allow the optical equipment to differentiate a Bar Code from the printed material. Please allow a "Quiet Zone" of one half inch on each side of the Bar Code Symbol.

The following Bar Code Label examples are to be used for JLG's *three* different shipping programs is below:

#### Location Based Bar Code (Ex: 3" x 5")

**If the BIN ID is blank on the Purchase Order (P.O.)**

(K) P.O.#	
	PY52975
(P) PART# CUST	
	3252694
(Q) QUANTITY	
	9
LOCATION	
	60360

**Consumption Based Bin Location Label (Ex: 1-1/2" x 3-1/2")**



**Kitting Based Bar Code Label (Ex: 1-1/2" x 3-1/2")**



Additional data required by our trading partners are included, but shall be in conformance with ANSI MH10.8. A minimum print quality grade of "C" for all tributes of the Bar Code Symbol as described in ANSI X3.182\* is strongly recommended to ensure scan ability.

*All the Bar Codes will be displayed so JLG personnel can visually locate the labels while in a Lift Truck or unloading a truck.*

**Bar Code Label (Do Not's)**

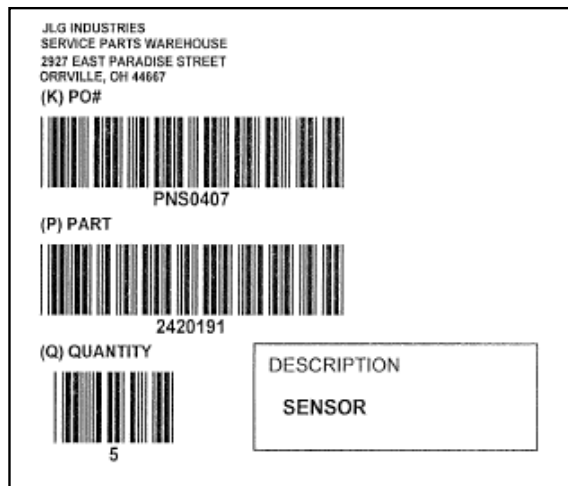
Labels are not to be placed on Part Surfaces

Labels are not to be placed where they can be damaged or destroyed during transit

Labels are not to be exposed to Ultra Violet Light or Sun Light for extended periods

As required attach the Bar Code label to a Wire Tie Tag or in a Plastic Envelope.

**Example:**





An Oshkosh Corporation Company

## ***Supplier Quality Manual***

### **5.0 United States Import Requirements**

#### **International Standard for Phytosanitary Measures (ISPM 15)**

##### 5.1 Purpose

JLG Industries, Inc., a wholly owned subsidiary of Oshkosh Corporation, requires that its foreign suppliers (inclusive of Canada and Mexico) abide by the rules and regulations of the United States Customs and Border Protection (USCBP) to ensure JLG's continuing compliance. This section outlines the baseline requirements the supplier must institute to ensure no penalties will be assessed to JLG, nor the merchandise that you are shipping to its US locations is seized by USCBP.

##### 5.2 Invoice Requirements

All commercial invoices that accompany international shipments must have the following datasets in English within its contents.

- Name and address of the shipper
- Name and address of the "Sold to party" / purchaser
- Name and address of the "Ship to" party / consignee
- Detailed description of the merchandise
- JLG part numbers
- JLG purchase order number
- Invoice number that is identical to the billing invoice number
- Marks and numbers of the packages
- Government Contract Number (if applicable)
- Quantity
- Weight (or on accompanying packing list)
- Value
- Currency
- Country of Origin per line item, if different
- Terms of sale (Incoterm)
- Reason for shipment (sale, return for credit, damage, etc.)
- Packing costs (if not already built into the cost of goods sold)
- Discounts
- ISPM 15 certification statement

##### 5.3 Country of Origin

All goods imported in the United States must be permanently, indelibly, and legibly marked with their respective country of origin. The mark must be the country's complete name in English language (19 CFR Part 134). JLG Industries has two scenarios relative to this marking requirement.

- Goods that are to be used by JLG Industries in manufacturing
  - The foreign supplier must mark the outermost shipping container with its content's country of origin
- Goods that are imported exclusively for aftermarket sale
  - The foreign supplier must either mark the article itself or the individual saleable package containing the article

To determine which of the above requirements pertains to the shipments you are shipping to the United States, the following general of thumb can be utilized. Any shipment destined to:

JLG Industries Service Parts Distribution  
2927 East Paradise Street  
Orrville, Ohio 44667

should be considered "exclusively for aftermarket sale". All imported items shipped to this location must either be marked with its country of origin on the part itself or on its saleable package.

#### 5.4 ISPM 15 Solid - Wood Packing Requirements (SWPM)

All shipments from international origins must comply with the International Standards for Phytosanitary Measures (ISPM) 15 if they contain any solid - wood packaging. Specific regulations concerning the requirements can be found in Section 5.6 - 5.6.3

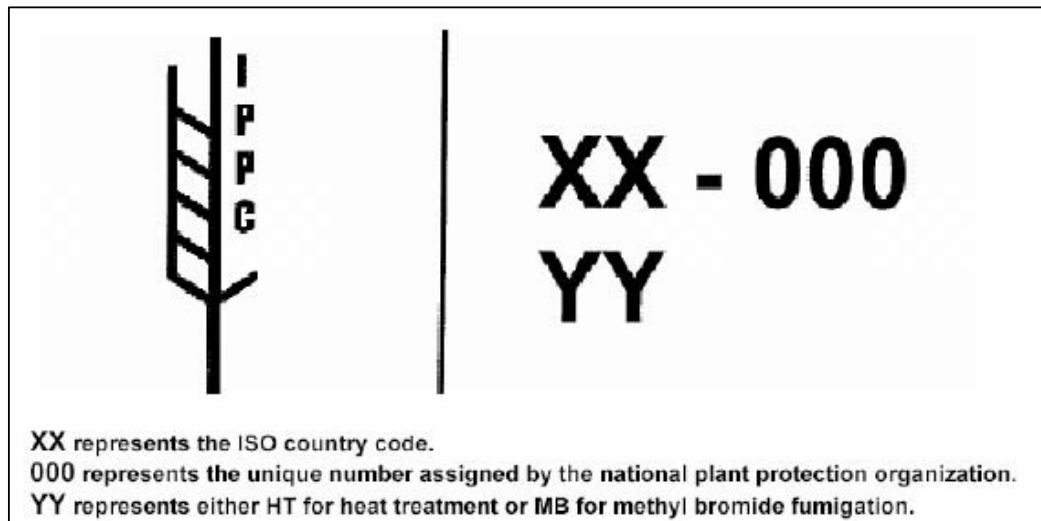
Any noncompliance with ISPM 15 standards involves USCBP. It is their discretion whether they want the shipment to be immediately re-exported or allow the shipment to be separated from solid - wood packaging. Resulting costs from these activities are on the account of the importer, but will be billed back to the offending supplier. (7 CFR Part 319).

#### 5.5 International Routing of Shipments

When the Purchasing Term / Incoterm holds JLG Industries responsible for the international transportation and / or acting as the "importer of record" the international routing guide found in Section 4.4.9 must be utilized as this will ensure visibility to all shipments and allow all delays to be proactively addressed. Even when the Purchasing Term / Incoterm does not hold JLG responsible for international transportation the "notify party" depicted within Section 5.6.4 - 5.6.5 for the respective transportation mode must be depicted on the air waybill / bill of lading.

#### 5.6 Requirements

All goods imported into the United States as of September 16, 2005, Animal and Plant Health Inspection Service (APHIS) and U.S. Customs and Border Protection will require compliance with the International Standards for Phytosanitary Measures (ISPM) 15. JLG Industries requires all indirect and direct suppliers that ship goods in or on solid wood packing materials (SWPM), to be compliant with ISPM 15. These materials include pallets, crates, boxes, and dunnage. In accordance with ISPM 15, the below International Plant Protection Convention (IPPC) mark must be indelibly affixed on at least two sides of each SWPM article.



SWPM must be marked with the IPPC logo and the two letter ISO code for the country that treated the SWPM. The marking must also include the unique number assigned by the national plant protection organization to the company responsible for ensuring the SWPM was properly treated, and either the abbreviation HT (heat treatment) or MB (methyl bromide - Fumigation).

JLG Industries is also requiring each supplier or exporter to make a statement on the commercial invoice or bill of lading / air waybill to the effect that the shipment contains either no solid wood packing materials or that it complies with all ISPM 15 requirements. If the statement certifies that it complies with all ISPM 15 requirements, it must state by what method of treatment it was subject to.

##### 5.6.1 Exemptions

SWPM made entirely of manufactured wood material (e.g. particle board, plywood, oriented strand board) or SWPM made entirely of thin pieces of wood (6mm or less) is exempted from the treatment and marking requirements.

SWPM arriving directly from Canada will be allowed to enter the United States without the IPPC mark, although it will be inspected for pests. For purposes of enforcement of this exception and absent any acceptable proof to the contrary, US Customs and Border Protection will consider the country of origin of merchandise coming from Canada to be the country of origin of the accompanying wood packing material.

#### 5.6.2 General Rule of Thumb

If the country of origin of the imported merchandise is anything other than the U.S. or Canada, the wood packing material must depict an IPPC mark. Additionally, a statement must be present on the commercial invoice or bill of lading / air waybill to the effect that the shipment contains either no solid wood packing materials or that it complies with all ISPM 15 requirements.

#### 5.6.3 References

APHIS factsheet -

[http://www.aphis.usda.gov/publications/plant\\_health/content/printable\\_version/wpmregs12.pdf](http://www.aphis.usda.gov/publications/plant_health/content/printable_version/wpmregs12.pdf)

ISPM 15 Manual -

[https://www.ippc.int/servlet/BinaryDownloaderServlet/133703\\_ISPM15\\_2002\\_with\\_Ann.pdf?filename=152091663986\\_ISPM\\_15\\_2002\\_with\\_Annex1\\_2006\\_E.pdf&refID=133703](https://www.ippc.int/servlet/BinaryDownloaderServlet/133703_ISPM15_2002_with_Ann.pdf?filename=152091663986_ISPM_15_2002_with_Annex1_2006_E.pdf&refID=133703)

#### 5.6.4 General Guide - All Modes to the United States

##### Air

- For shipments that weigh 68 kgs (150 lbs) or less:
  - Use DHL small package as the carrier and broker
- For shipments that weigh more than 68 kgs (150 lbs):
  - Unless otherwise instructed, use Expeditors International as the carrier and broker. Please see below for Expeditors' respective "notify party" information.

##### Ocean

- Unless otherwise instructed, for all less - than - container - load (LCL) shipments use Expeditors International as the carrier and broker
  - Please see below for Expeditors' respective "notify party" information
- For all full - container - Load shipments contact Nancy Livengood ([nlivengood@oshkoshcorp.com](mailto:nlivengood@oshkoshcorp.com)) and she will give you instructions. Regardless of instructions Expeditors International will be the broker.
  - Please see below for Expeditors' respective "notify party" information

##### Truck

- For shipments that weigh 68 kgs (150 lbs) or less or that have a carton(s) that weigh less than 34 kgs (75 lbs):
  - Use DHL small package as the carrier and broker
- For shipments that weigh over 68 kgs (150 lbs) or that have a carton(s) that weigh over 34 kgs (75 lbs):
  - Please refer to the domestic routing guide unless a special exception exists in which case contact Rick Lawver ([rllawver@ila.com](mailto:rllawver@ila.com)) so the routing can be created if one is not currently in place
  - In all cases the broker will be Expeditors International
    - Please see below for Expeditors' respective "notify party" information

To obtain contact information for your closest Expeditors International office, please utilize the office locator function at [www.expeditors.com](http://www.expeditors.com)

#### 5.6.5 Notify Parties

- All Bills of Lading and Air Waybills must state the contact party.

Please contact one of the following agencies below or contact your GPSC (Global Procurement & Supply Chain representative).

Air and Ocean

Expeditors International - Baltimore  
510 McCormick Drive, Suites K - N  
Glen Burnie, MD. 21061  
Tel: 410.768.6627  
Fax: 410.768.6647

Truck - Northern Border

Expeditors International - Detroit  
11101 Metro Airport Center Drive  
Building M2, Suite 110  
Romulus, MI. 48174  
Tel: 734.857.5014  
Fax: 734.857.5153

Truck - Southern Border

Expeditors International - Laredo  
8510 W. Bob Bullock Loop  
Laredo, TX. 78045  
Tel: 956.721.7034  
Fax: 956.764.7590



An Oshkosh Corporation Company

## Supplier Quality Manual

### 6.0 Supplier Performance

#### 6.1 Purpose

The purpose of Supplier Performance is to identify a supply's conformance according to JLG Standards. Once performance has been evaluated, suppliers will may be given assistance on how to improve the product quality.

Supplier Performance tools described below are used to measure of quality within the supplier's organization.

##### 6.1.1 Performance Measurement Criteria

JLG Supplier Scorecard measures various aspects of supplier performance. The purpose of the Supplier Scorecard is:

- \* To recognize exceptional supplier performance
- \* To promote and encourage improved communication on performance issues
- \* To provide objective data for use in supplier management and sourcing decisions
- \* To identify continual improvement opportunities

#### 6.2 Supplier Site Assessment and Audit

These tools are used to assess the suppliers' capability and process in accordance with their Quality Management System (QMS). If a supplier is TS-16949 Certified and in good standing, JLG SQA may choose not to perform a site assessment and/or audit.

##### 6.2.1 Site Assessment

The site assessment gathers background information about the supplier. Information such as the name and address of the supplier, the commodity they supply and the number of employees at the facility.

##### 6.2.2 Audit

The audit process is used to determine how well a suppliers business and Quality Management System perform. The audit process contains Standard Process Elements and Special Process Elements on which suppliers are scored.

The *Standard Process Elements* are:

- \* Quality System & Responsibility
- \* Resource Management
- \* Product Realization (APQP)
- \* Design and Development (*If Applicable*)
- \* Purchasing
- \* Control of Nonconforming Product
- \* Production Floor Audit
- \* Control of Monitoring & Measurement Devices
- \* Metrics Analysis
- \* Improvement

The following are three examples of the *Special Process Elements* used by some suppliers.

- \* Special Process - Paint
- \* Special Process - Hydraulic
- \* Special Process - Welding

Within two weeks following the completion of the audit, the supplier will receive a completed copy of the audit that includes the following:

- Supplier Initial Audit SCORE
- Supplier Corrective Actions Sheet

It will be the supplier's responsibility to respond to the corrective actions within two weeks with a development plan that indicating target completion dates and individuals accountable for all actions. [Corrective actions will require documentation for approval.](#)

### 6.3 Supplier Quality Website (<https://sqa.jlg.com>) JLG ONLY

The website was developed as a tool to provide suppliers access to their performance scores, enhance quality communication, and assist them in improving their quality. The website is available for all members of the supplier's organization, as well as for internal team members.

#### 6.3.1 Registration

To register for the website (<https://sqa.jlg.com>), click "New user? Register here." on the home page of the website. Complete all required fields on the registration page (all required fields are in RED). The e-mail address that is entered when registering will become the user name.

#### 6.3.2 Website Features

Further information regarding the use of the website features can be found in the Supplier Quality Documents, under the Documents Menu.

##### **Home Page**

The Home Page contains the "WE WANT TO HEAR FROM YOU" link. This link can be used to send questions about the website to JLG.

##### **My Account**

Features under "My Account" allow the user to change or add information that was entered during the registration process, including contact information and password.

##### **Performance**

Features under "Performance" provide tools for suppliers to view the different aspects of their quality metrics.

"Supplier Scorecard" features allow the Supplier to view the following:

**Parts Per Million (PPM) Score, Number of Receipts, and Number of Rejects.**

PPM Score is calculated using the following formula:

$$(\text{Total Nonconforming Quantity} / \text{Total Receipt Quantity}) * 1,000,000$$

Details are available for all nonconforming product and receipt transactions for the current month as well as the previous 13 months.

An additional feature is "Pareto Analysis". Pareto Analysis is a chart for PPM score and DMR's allow suppliers to easily identify which parts are the largest contributors to a designated month's PPM score.

"SQA Activity" tab allows suppliers to view all activities performed by the SQA Department.

The types of activities which can be found are as follows: Site Assessment & Audit, Re-Audit, Quality Review, Site Visit, 8D Corrective Action, and PPAP.

"Supplier Dashboard" provides the following information: JLG SQA, Tactical Buyer, and Commodity Manager contact information. The Dashboard also provides information related to the Supplier's business category and industry codes.

##### **Resources**

Two categories under "Resources: provide individual part information. "My Parts" provides a description of the part along with the cost and the estimated annual usage. "Parts Scorecard" provides the PPM score, DMR and Receipt information on a part by part basis.

##### **JLG Documents**

The "Documents" section provides Supplier Quality and Product Quality documents (See Section 6.3.3 JLG Documents for more information).

### 6.3.3 JLG Documents

"Supplier Quality Documents" contain the following:

- \* Training Presentations for the Website
- \* Capability Study
- \* Deviation Form
- \* Nonconforming Error Code Descriptions
- \* Quality Leader Organization Information
- \* PPAP Documents

"Product Quality Documents" contain the following:

- \* **Quality Acceptance Criteria (QAC):** documents used to define the criteria to manage and control processes or procedures as determined by JLG to produce a quality product.
- \* **Commodity Qualification Requirements (CQR):** are documents defining the material specifications and/or technical requirements of a specific component supplied to JLG.

### 6.3.4 Supplier Performance Level

JLG has initiated a monthly Supplier Scorecard to report supplier performance. The Scorecard is a tool used to monitor supplier performance. Supplier performance will be evaluated and reported regularly using the criteria listed below:

- \* PPM Rate
- \* Corrective Actions
- \* PPAP Performance
- \* Warranty performance and/or others, if applicable (Warranty is not currently a feature of the Scorecard, but may be separately reported.)

Suppliers that fail to achieve satisfactory performance on Scorecards will be selected for the Top Focus Supplier Program coordinated through SQA and SCM.



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## ***Supplier Quality Manual***

### **7.0 Warranty & Cost Recovery**

All suppliers shall review all warranty claims on their parts. Failure to review warranty returns does not relieve supplier responsibility to assure Customer Satisfaction.

Most warranties, as written, cover "defects in material and workmanship". When a part in a product fails during the warranty period, there is a cost associated with repairing the product. If the part that fails is purchased, JLG may look to the supplier for reimbursement. JLG will request authorization to return parts for evaluation via a secondary warranty claim process. Our expectation will be for the supplier to collaborate with JLG to determine the root cause of the failure as well as provide reimbursement for the repair expenses. The supplier's performance will be measured based on the "percent recovery on requested dollars".



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## **Supplier Quality Manual**

### **8.0 Military Specifications (*Military Suppliers Only*)**

#### **8.1 Defense Priorities & Allocations System (DPAS)**

All GPSC purchase orders issued to support a government contract will identify the applicable DX or DO Rating in accordance with the Defense Priorities and Allocations System.

Rated orders take precedence over all un-rated orders during a national emergency in meeting required delivery dates.

**NOTE: DX rated orders take precedence over DO rated orders**

Suppliers receiving government rated purchase orders *must* give them preferential treatment as required by this regulation. This means the supplier *must* accept and fill a rated order for items that the supplier normally furnishes. The existence of previously accepted un-rated or lower rated orders is not sufficient reason for rejecting a rated order. Similarly, suppliers *must* reschedule DO rated orders if they conflict with performance against a DX rated order.

Suppliers who receive rated orders *must* in turn place rated orders with their sub-supplier for the items they need to fill the orders. This provision ensures that their suppliers will give priority treatment to rated orders from contractor to sub-contractor to supplier throughout the procurement chain.

## Acronyms & Definitions

- 5S** = Sort, Straighten, Shine, Standardize, Sustain is a Part of Lean Manufacturing Methodology (Workplace Organization)
- 8D** = Corrective Action Report
- AIAG** = Automotive Industry Action Group
- ANSI** = American National Standards Institute
- APQP** = Advanced Product Quality Planning
- ASQ** = American Society of Quality
- AWP** = Aerial work platform
- CA/PA** = Corrective Action / Preventive Action
- Capability Study** = a graph or statistical tool that visually or mathematically compares actual process performance to the performance standards established by the customer. Indicators include Cpk, Cp, Ppk, Pp.
- Control Plan** = control the product characteristics and the associated process variables to ensure capability (around the identified target or nominal) and stability of the product over time.
- Cost of Quality** = the cost associated with the quality of a work product. Includes four categories: Appraisal, Prevention, Internal Failure and External Failure costs.
- CQR** = Commodity Qualification Requirement
- DFMEA** = Design Failure Mode Effects Analysis
- DMR** = Discrepant Material Report
- DPAS** = Defense Priorities and Allocations System
- DO Rating** = is assigned to those programs of the highest national priority.
- DX Rating** = is assigned to those programs that are vital to national defense.
- Feasibility Review** = the evaluation and documentation of capability to meet customer requirements prior to production or acceptance of a contract.
- FIFO** = First-IN and First-OUT, using raw materials or products on the basis of oldest to newest.
- FMEA** = Failure Mode Effects Analysis is a procedure to identify every possible failure mode of a process or product, to determine its effect on other sub-items and on the required function of the product or process.
- GD&T** = Geometric Dimension and Tolerance
- GPSC** = Global Procurement and Supply Chain
- GR& R** = Gauge Repeatability & Reproducibility is a statistical tool that measures the amount of variation in the measurement system arising from the measurement device and the people taking the measurement.
- IPD** = Integrated Product Development
- ISO** = International Standard Operations
- ISO/IEC 17025** = general requirements for the Competence of Calibration and Testing Laboratories.
- Lean Manufacturing** = is an initiative focused on eliminating all waste in manufacturing processes.
- MSDS** = Material Safety Data Sheet
- NIST** = National Institute of Standards and Technology
- NPD** = New Product Development
- On-Boarding** = A structured process in which the entire organization purchasing, quality, engineering, and manufacturing team works together to add a "New" Supplier .
- PA** = Preventive Action.

**Pareto Analysis** = The 80/20 rule used to identify the “vital few” factors which are responsible for most problems.

**PFMEA** = Process Failure Mode Effects Analysis documents and identifies the risks associated in the product manufacturing.

**PM** = Preventive Maintenance

**PPAP** = Production Part Approval Process

**PPM** = Parts Per Million

**PSW** = Part Submission Warrant

**PTR** = Product Trial Run

**Process Flow Map** = Method displaying processes to illustrate how product or transaction completion. Also known as Process Mapping.

**Quality Matrix** = A tool to document supplier corrective action progress through Supplier Quality Development Improvement Program

**QAC** = Quality Acceptance Criteria

**QMS** = Quality Management System

**RGA** = Returned Goods Authorization

**RPN** = Risk Priority Number

**SCM** = Supply Chain Management

**SPC** = Statistical Process Control is the application of statistical methods to identify and control the special cause of variation in a process.

**Six Sigma** = Systematic methodology that utilizes information (management by facts) and statistical analysis to measure and improve a company's operational performance, practices and systems by identifying and preventing defects in the manufacturing process.

**SPCN** = Supplier Product Change Notification

**SQA** = Supplier Quality Assurance

**TMH** = telescopic material handler

**Value Stream Mapping** = Paper and pencil tool used to understand the material and information flow as a

product or service makes its way through the value stream to aid in waste elimination.

**Work Instruction** = Document used in production to ensure operators perform the task as specified.



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## Supplier Quality Manual Agreement

The following signed Supplier Quality Manual Agreement indicates that the supplier has read and understands the requirements of this manual.

### Supplier Information

Date:

Name:

Address:

City:  State:

Telephone Number:  Fax Number:

*Print Name*

*Signature*

Account/Sales Manager:

General/Production Manager:

Quality Manager:

### JLG Industries Information

*Print Name*

*Signature*

Commodity Manager:

SQA Representative:

### JLG Document Procedure

(Please Type)

- 1) Date for Signed Supplier Manual Agreement
- 2) Supplier Name, Address, City, and State
- 3) Supplier Telephone
- 4) Supplier Names for the following:
  - \* Account/Sales Manager
  - \* General/Production Manager
  - \* Quality Manager
- 5) JLG Contact Names for the following:
  - \* Commodity Manager
  - \* SQA Representative
- 6) "Please Print" Supplier Quality Manual Agreement.
- 7) Supplier **must sign document** and send document back to SQA Representative (**Document must not be folded when sent back**).
- 8) SQA Representative will ask Commodity Manager to sign document.
- 9) SQA Representative will sign document.
- 10) SQA Representative will create an Adobe PDF file as a record and e-mail a copy of the PDF file back to the supplier for their records.
- 11) **Supplier must keep a copy of signed document with Supplier Quality Manual.**