



SRI Quality System Registrar

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Surveillance Audit No: 4

ISO 9001:2015

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Report
For

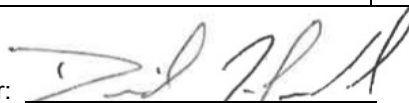
JEMISON METALS

Birmingham and Trinity, Alabama;
and Madison Heights, Virginia

Date of Report:	May 17, 2023
Date(s) of Audit:	March 28 – 30, 2023 April 25 – 26, 2023
Number of total mandays scheduled for this audit:	4.0
Number of total mandays actually conducted:	4.0
Audit Team Members (Lead name first):	John Griffin
Nonconformances (CAN numbers) issued this audit:	None
Nonconformances (CAN numbers) closed this audit:	None

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Associate Certification Director:


David D. Hansell

Date: May 17, 2023

Ownership of the audit report is maintained by SRI.

Right of perusal by a third party can only be obtained after permission of the audited company.

Executive Summary

An audit was conducted at the locations on the dates cited above. The purpose of this audit was to ensure that the auditee was continuing to maintain a documented and effective Quality Management System, to meet the organization's objectives, in conformance with the Quality Management System requirements. A draft audit report, consisting of the audit team recommendation (R20.36) and related corrective action notifications (R20.35), was provided to the organization by the Lead Auditor prior to the closing meeting.

The audit followed SRI's guidelines and procedures. The scope of the audit was a review of the scheduled processes and any area(s) of nonconformance cited and/or remaining open from the previous audit.

Timing requirements for responding to Corrective Action Notifications are listed on the second page of the R20.35 form, which is part of the draft audit report.

The recommendation in the draft audit report is any one of the following:

Unconditional: No nonconformances were issued. The registered organization was able to demonstrate the capability to implement and maintain an effective Management System, to meet the organization's objectives and intended results, in conformance with the Management System requirements.

Conditional: One or more minor nonconformances were issued. The registered organization was able to demonstrate the capability to implement and maintain an effective Management System, to meet the organization's objectives and intended results, in conformance with the Management System requirements, except where described in the Corrective Action Notification(s).

Terminated: The audit was stopped before a recommendation could be established.

Failed (IATF audits only): The certificate will be withdrawn.

Registration Withheld or Status Notice (Suspension): One or more major nonconformances were issued. The organization was unable to demonstrate the capability to implement and maintain an effective Management System, to meet the organization's objectives and intended results, in conformance with the Management System requirements. For uncertified organizations, no action to issue the initial certificate will occur until the major nonconformity (s) are closed. For certified organizations, SRI will determine if the certificate can be maintained or whether a suspension status or withdrawal of the certificate is warranted. A separate communication will identify the final decision and communicate how the closure of the nonconformity (s) will be handled.

General observations made by the audit team:

- Progress made toward meeting Continual Improvement targets is satisfactory.
- Audit results observed were better than the previous audit activity.
- Marks and logos were found to be in conformance.
- The certificate scope was found to be appropriate.
- The audit objectives have been fulfilled.
- There were no deviations from the audit plan.
- There were no issues affecting the audit program.
- There were no unresolved issues at the end of the audit.

The audit evidence collected during an audit will inevitably be only a sample of the information available, partly due to the fact that the audit is conducted during a limited period of time and with limited resources. Therefore, there is an element of uncertainty inherent in all audits, and all users of the results of the audit should be aware of this uncertainty.

The audit team would like to thank all personnel for their hospitality and cooperation during the audit.

Auditor Commentary

Based on the audit investigations, interviews, observations, and review of records, the following comments summarize the audit team's observations and findings:

Internal Audit Results:	<p>The Internal Audit activity was reviewed during the audit and was found to follow an established and documented process. The audit schedules for 2022 and 2023 were reviewed for this audit. This review revealed that each of the six manufacturing locations QMS was audited once in 2022 and will be audited in 2023. The results of the audits were that two nonconformances were issued for other plants, however, there were zero nonconformances issued for the Decatur Alabama facility. There was one observation noted on the audit.</p> <p>Each plant has between 16-24 possible process audits scheduled each year. An average of 4-6 audits were conducted each quarter for the Decatur, Alabama location.</p> <p>Random reviews of these audits were conducted and were found to be effective in auditing the manufacturing/ Support processes.</p>
Management Review Results:	<p>The Management Review activity was reviewed during the audit and was found to follow an established and documented process. The review activity is conducted at least once per year. The latest MR was conducted on February 23, 2023. The record for this review of the QMS was observed and was found to be documented in accordance with ISO 9001:2015 requirements. The record contained evidence that the top management of the organization was in attendance and was actively involved in the review. Included in the review were the Key performance indicators for the QMS including;</p> <p>Birmingham and Trinity, AL- On time delivery-goal >98%, Actual-88.3%, DPPM-goal <3000, Actual-AL-4064, Devaluations goal-<.35, Actual-.35, Tons per man hour-Goal 1.5, actual >1.75.</p> <p>Madison Heights, VA- On time delivery-goal >98%, actual 87.8%, DPPM- goal <3000, actual 2097, Devaluations goal-<.35, actual .51%, Tons per man hour goal->.41, actual .37</p>

Corrective/Preventive Actions:	The corrective action activity was reviewed during the audit and was found to follow an established and documented process. The NC logs for CAPA process were reviewed for this audit. This review revealed that there were four nonconformances related to customer complaints in 2022; two were related to customer issues connected to the Decatur, Alabama location. These action records were reviewed, and it was determined the root cause investigation and corrective action were effective.
Customer Complaints:	<p>The customer complaints /satisfaction / continual improvement activity was reviewed during the audit and was found to follow an established and documented process. Records of the corrective action activities were reviewed during the audit. Records indicated that two complaints were managed from the Decatur, Alabama location in 2022. These records indicated that the issues managed through the Jemison corrective action system and were completed and closed.</p> <p>The Company has embarked upon an ambitious program to incorporate the experiences of key personnel in the organization into a new generation of company software that will use components of AI and software to make the BMS software more effective and user friendly. Customer perceptions are measured by monitoring of customer complaints as well as monitoring data in various industry trade magazines such as Platts, and American metal markets.</p>
Quality System Changes:	There was none.
Areas Identified as Not Applicable:	8.3 Design and development of products and services
Regulatory / Statutory requirements identified or added since the last event:	No statutory or regulatory requirements apply.

Auditor Comments (Important Observations, Strengths, Exclusions):	The Jemison company, is a private organization with multiple facilities located in the southeastern US. The company processes rolled steel by leveling and cutting steel into various lengths, widths, and patterns according to customer specifications. Operations are conducted in six different plants, to sell to the various secondary processors in various industries. This audit covers production in the Trinity, Alabama, and Madison Heights, Virginia locations as well as the corporate leadership, sales, and purchasing functions which are shared by all locations. The company's business has been robust in 2022, with the outlook for 2023 being positive. The company's risk issues included potential organizational knowledge loss, and rising prices of materials.
Validation of CANs issued during previous activity:	There was none.
Review of Outsourced Processes:	The painting of steel parts is outsourced to third party companies as directed by their customers. Painting quality including thickness and adhesion are certified by the painting suppliers to their respective customers' requirements. Records are available at the supplier's location.
Shifts:	No changes in shifts or times were observed.
Notable changes (e.g., address, management rep., shifts, scope, processes, employee count, etc.):	No notable changes.

R20.62 Auditee Information

Auditee: Jemison Metals

Auditee No: 6796-01

Address: 3800 Colonnade Parkway
Suite 250
Birmingham, AL 35243
Main Phone Number: 205-986-6627
Web Site: <http://jemisonmetals.com>

Auditee Contacts

Mr. Rick Rowland, SR VP Quality & Engineering, Metallurgical Engineer
Jemison Metals
3800 Colonnade Parkway, Suite 250, Birmingham, AL 35243
Tel: 205-986-6627
Email: rrowland@jemisonmetals.com

Audit Event

Surveillance: 03/28/2023 - 03/29/2023
John Griffin, Lead Auditor

Total Mandays: 1.5

SRI Audit Operations Coordinator: Kelly Surgalski
Coordinator Phone: 724-934-9000 ext. 667
Coordinator Email: ksurgalski@sriregistrar.com

Audit Scope

Standard: ISO 9001:2015 (non-design)

Areas Identified As Not Applicable: 8.3 Design and development of products and services

Scope: Processing and distribution of ferrous and non-ferrous sheet and coil products, including plasma and laser cutting, forming, machining, kitting, slitting, cut-to-length, stretch leveling, blanking and shearing operations.

SIC Codes: 5051

IAF: 29

NACE Codes: G51.5

No. of Employees: 30

Products: Steel

Regulatory/Statutory Requirements: REACH, RoHS, DOT, Conflict Minerals, NAFTA

Accreditation Mark(s): ANAB

Registration Approach: Sampling

Certificate Expiration: 03/10/2025

No Shifts: 1

Times of Shifts: 8:00am-5:00pm

R20.62 Auditee Information

Auditee: Jemison Metals

Auditee No: 6796-02

Address: 914 Maero Street NW

Trinity, AL 35673

Main Phone Number: 205-986-6630

Web Site: <http://jemisonmetals.com>

Auditee Contacts

Mr. Rick Rowland, SR VP Quality & Engineering, Metallurgical Engineer

Jemison Metals

3800 Colonnade Parkway, Suite 250, Birmingham, AL 35244

Tel: 205-986-6627

Email: rrowland@jemisonmetals.com

Audit Event

Surveillance: 03/30/2023

Total Mandays: 1.0

John Griffin, Lead Auditor

SRI Audit Operations Coordinator: Kelly Surgalski

Coordinator Phone: 724-934-9000 ext. 667

Coordinator Email: ksurgalski@sriregistrar.com

Audit Scope

Standard: ISO 9001:2015 (non-design)

Areas Identified As Not Applicable: 8.3 Design and development of products and services

Scope: Processing and distribution of ferrous sheet products utilizing cut-to-length and stretch leveling operations.

SIC Codes: 5051

IAF: 29

NACE Codes: G51.5

No. of Employees: 23

Products: Steel

Regulatory/Statutory Requirements: REACH, RoHS, DOT, Conflict Minerals, NAFTA

Accreditation Mark(s): ANAB

Registration Approach: Sampling

Certificate Expiration: 03/10/2025

No Shifts: 2

Times of Shifts: 1st 6:00a-4:00p M-F, 2nd 4:00p-2:30a M-Th

R20.62 Auditee Information

Auditee: Jemison Metals

Auditee No: 6796-06

Address: 188 Enterprise Drive
Madison Heights, VA 24572
Main Phone Number: 434-929-6802
Web Site: <http://jemisonmetals.com>

Auditee Contacts

Mr. Rick Rowland, SR VP Quality & Engineering, Metallurgical Engineer
Jemison Metals
3800 Colonnade Parkway, Suite 250, Birmingham, AL 35244
Tel: 205-986-6627
Email: rrowland@jemisonmetals.com

Audit Event

Surveillance: 04/25/2023 - 04/26/2023 **Total Mandays:** 1.5
John Griffin, Lead Auditor

SRI Audit Operations Coordinator: Kelly Surgalski
Coordinator Phone: 724-934-9000 ext. 667
Coordinator Email: ksurgalski@sriregistrar.com

Audit Scope

Standard: ISO 9001:2015 (non-design)
Areas Identified As Not Applicable: 8.3 Design and development of products and services
Scope: Processing and distribution of ferrous and non-ferrous sheet and coil products, including laser cutting, forming, kitting, cut-to-length, punching and blanking operations.
SIC Codes: 5051
IAF: 29
NACE Codes: G51.5
No. of Employees: 35
Products: Steel
Regulatory/Statutory Requirements: REACH, RoHS, DOT, Conflict Minerals, NAFTA
Accreditation Mark(s): ANAB
Registration Approach: Sampling
Certificate Expiration: 03/10/2025
No Shifts: 2
Times of Shifts: 6:00am-4:30pm, 2:00pm-10:30pm

Audit Plan

The audit plan, audit team members, and qualifications, representatives, working documents, audit plan schedule, process matrix, and auditor assignments have been reviewed with the organizations and are on file with SRI.

Audit Records

Form R20.36: Which shows the registrar confirmation of the audit results was completed, signed by both parties on-site, returned to SRI, and is on file.

Assessment Narrative: The pre-audit/post audit conference list of attendees and standard agenda are on file, as is the agenda. The registered company has acknowledged and signed any corrective action notifications issued at this event.

The SRI Auditor Notes: Auditor notes were captured and returned to SRI, along with the "Interview Listing" (I8-3), all of which are on file.

Assessment Summary Matrix: The assessment summary matrix was completed by the lead assessor and indicates the areas in which the selected processes were assessed and the areas requiring corrective action. If there are several distinct audit tracks or business units, each has a matrix completed for it. The matrix is provided.

Corrective Actions: If any, are included with this report and summarized in numerical order, showing the referenced cited standard section, process, a description of the nonconformity, and the level of severity indicated as "M = Minor" or "H = Hold." Form R20.35 provides the detailed nature of the nonconformance.

Opportunities for Improvement: If the lead auditor noted opportunities for improvement (OFIs), these were provided to the auditee during the post-audit meeting. The opportunities for improvement are listed.

Report Distribution

Distribution by SRI is only to the auditee, the auditor assigned for the next scheduled audit event, SRI, and any accreditation body, when requested, where their oversight is required.

Assessment Summary

Processes Assessed	Performance			
	Satisfactory	Org. Action Plan in Place	Not Identified	Unsatisfactory
Award review	X			
Packaging and shipping	X			
Production and service	X			
Purchasing	X			
Receiving of Materials	X			
Sales (Quotation /contract review)	X			
Support activities	X			

Process Summary

Process	Comments
Award review	<p>The Awards Review activity was audited the corporate location in Birmingham, Alabama, and was found to follow an established and documented process.</p> <p>(QMP 8.1, COP#1) The awards review is a process that uses a cross functional team to evaluate the feasibility of a potential new order or a contract to begin production on a new product line for a new product to be pursued for the company. The group conducting the award review consists of Purchasing, QA/ Eng., Analysts, Sales, and Operations. Reviews are initiated by the head of sales.</p> <p>The product specifications, material needs and pricing are reviewed and recorded on electronic records system by saving the data using a quote ID number and the customer's name. The review was investigated and covers the contract review requirements of the ISO 9001:2015 section 8.2.2,3 requirements.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL-4064, Devaluations goal-<.35, actual-.35, Tons per man hour-Goal 1.5, actual >1.75.</p>
Packaging and Shipping	<p>The Packaging and Shipping activities were examined during the audit at both AL and VA plants, and were found to follow and established and documented process. The Shipping department operates the process by using an electronic schedule generated by customer due dates as well as sales promise dates. Procedures are used to determine which packaging configurations are to be used for each customer load. The finished product is stored in the warehousing areas. Each location is identified by a letter and number reference. Product is pulled from finished goods and staged for loading. Bar code identification is used for each piece shipped. The software system is designed to not allow mis-identified to be used in the loading process. Several orders were reviewed, and personnel were interviewed which helped determine that the process was in place and effectively implemented.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL:4064, Devaluations goal-AL:<.35, actual-.35, Tons per man hour-AL: Goal 1.5, actual >1.75.</p>

Process	Comments
Production and Service	<p>The activities associated with the processing of steel coils for suppliers at Decatur, AL and Madison Heights VA were audited and was found to follow an established and documented process. (DEC-CTL-001A).</p> <p>In the Decatur, Alabama, the process involves a single processing line. The line levels, shears, and stretches the coil to the specifications of the customer. The line was less than ten years old and was highly automated with digital controls and numerous laser controls to monitor the location of the coil on the line. The PLC system has a display to monitor key production parameters such as material position, and stretching force. Measurement activities included 1st, middle, and tail sampling of materials for each production run. Specifications included; length, width, flatness, squareness and gage measurements. (DEC-BBI-CTL). Records reviewed and operators interviewed confirm these activities.</p> <p>The Madison Heights, Virginia location produces Steel products using a variety of different processes including; Blanking / Leveling, Automated punch / Laser (Amada), Break Press, and Laser cutting. The processes use the same intranet job order system to create orders for all production process. Each process has the capability to look up order activity, print labels, and look up forms and procedures. Records were reviewed, operators were interviewed, and work areas were observed during the audit. The Blanking/ leveling process cuts the steel coils into lengths (LYN-LRB-001).</p> <p>The process is highly automated and pressures and run speed is monitored during production. Sheet gage, length and thickness are measured at startup and every 7000lbs afterwards, The Amada punch and laser combo unit does multiple tasks to metal sheets using an automated punch and laser cutting system. (LYN-PC-001) The equipment is completely automated and does both material handling and processing steps. All activities are programmed recipes that are used for each product skew. Lengths, widths, gages, and hole diameters are verified at start up and every 20th part. Parts are verified for all dimensions using a CMM machine. The two break presses are partially automated and operates using a programmed set of break steps, for each product skew. Correct bends are checked by either measuring using a protractor or by checking against a customer supplied fixture.</p>

Process	Comments
<p>Production and Service (Continued)</p>	<p>The two Laser cutters use a programmable automated system. to store and use recipes to start and manage each cutting process. (LYN-LA-001) Parts are verified at startup using micrometers, rulers, and calipers. The production order specifies the type of packaging done for product skew. Packaging drawings and other data is documented ant available on the company intranet. All operators interviewed were found to be highly competent and motivated, with high seniority. All were aware of the QMS and their roles in it.</p> <p><u>Metrics:</u> Decatur AL- On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL:4064, Devaluations goal-AL:<.35%, actual-.35%, Tons per man hour-AL: Goal >1.5, actual 1.75.</p> <p>Madison Heights, VA-On time delivery-goal >98%, actual 87.8%, DPPM- goal <3000, actual 2097, Devaluations goal-<.35, actual .51%, Tons per man hour goal->.41, actual .37.</p>
<p>Purchasing</p>	<p>The purchasing activities were reviewed for this audit, at both (AL, VA) manufacturing locations and was found to follow an established and documented process. (QMP 8.4, SOP #2). The primary purchased material for the company is rolled steel. The company buys from a variety of suppliers and also buys outsourced services (Painting) and some contracted services (SRI).</p> <p>An approved suppliers (suppliers marked with an "A") list was reviewed for the audit. Evaluations of critical steel suppliers were reviewed at random and were found to meet requirements. Suppliers are graded quarterly, in three areas; quality (60%) service (10%) and delivery (30%). They are weighted from 0-100%. Each section is given a value (0-4). The results for each supplier are recorded and communicated for each supplier. The sum of all suppliers scores are averaged and tracked as a company KPI. Data shows a strong upward trend in the supplier performance data in 2022.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL-4064, Devaluations goal-<.35, actual-.35, Tons per man hour-Goal 1.5, actual >1.75.</p>

Process	Comments
Receiving of materials	<p>The activities associated with the receiving of steel coils for suppliers was audited at the Decatur, AL, and the Madison Heights, VA plants and was found to follow an established and documented process. (SOP-2), (LYN-RC-001). Rolled steel materials are purchased through the corporate office in Birmingham, Alabama.</p> <p>Communications between suppliers and the corporate offices creates a delivery schedule for the plant. Truckers submit their BOLs to receiving and unwrap the materials prior to unloading. The coil ID, weight, width, and gauge are checked prior to acceptance of the coil. Computer records were reviewed to verify this process. The Stelplan software system is used to place materials in inventory and track materials through the production system. The operators interviewed were found to be competent and knowledgeable of their QMS and their roles in it.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL:4064, Devaluations goal-AL:<.35, actual-.35, Tons per man hour-AL:Goal 1.5, actual >1.75.</p>
Sales (Quotation /contract review)	<p>The sales quotation and contract review activities were reviewed at the corporate office in Birmingham, AL, for this audit and were found to follow an established and documented process. (QMP 6.3, COP#1) The process involves inside and outside sales personnel. Outside sales personnel create and distribute pricing sheets to existing customers monthly, quarterly or annually. Customers then place orders or RFQs based on the published pricing. Inside sales then reviews the RFQs for delivery timing, materials availability, and machine time. If all are doable, the order is accepted and the inside salesperson acknowledges the order acceptance with an email and / or a scanned copy of the order with the review information stamped on the order. The customer usually sends a PO to the salesperson. At the end of the order completion, the inside salesperson sends a packing slip and test certifications to complete the process. Random orders that were being processed were reviewed to confirm this process is in place and that it is effective.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL-4064, Devaluations goal-<.35, actual-.35, Tons per man hour-Goal 1.5, actual >1.75.</p>

Process	Comments
Support Activities	<p>The key support activities to the QMS, including; Management Review, Internal Audits, Corrective action, and customer satisfaction were reviewed for this audit, at the AL, and VA production facilities, and results of this review are contained in other areas of the report (See OFI-1,2).</p> <p>Other Support processes were reviewed in both locations with the following results:</p> <p>Continuous improvement - The Company has embarked upon an ambitious program to incorporate the experiences of key personnel in the organization into a new generation of company software that will use components of AI and software to make the BMS software more effective and user friendly.</p> <p>There is also a project to manage change in the way of succession planning as some of the key members of the leadership are nearing retirement.</p> <p>Customer satisfaction-Customer perceptions are measured by monitoring of customer complaints as well as monitoring data in various industry trade magazines such as Platts, and American metal markets. See OFI-3.</p> <p>Documented information- Documents related to the QMS were reviewed for the audit, including the company quality manual, and numerous associated procedures, work instructions, and flowcharts. All documents were found to be in a state of control, and no obsolete versions of documents were observed. The QMS documentation was found to be robust and exceeded the minimum requirements of the ISO 9001:2015 standard.</p> <p>Resources- to manage the QMS were observed and evaluated during the audit. Resources appeared to be in place to manage the QMS.</p> <p>Leadership-Leadership at both facilities were interviewed and key records of the QMS such as the management review were reviewed. Evidence indicated that the leadership of the organization was engaged in the management of the QMS and committed to the management and success of the QMS.</p> <p>Training- The company's training activities were reviewed for this audit and were found to follow an established and documented process (QMP SOP-#1).</p>

Process	Comments
<p>Support Activities (Continued)</p>	<p>The company has formal written job descriptions that are the basis of its orientation training. Ongoing training is the responsibility of each manufacturing location. Each location also has matrix that identifies the skill levels for each job assignment (1-in training, 2-trained, 3-trainer) (OFI-4).</p> <p>Calibration- The plants use the gagetrak software package to manage their measurement devices. The common devices for the Alabama, and Virginia plants includes a variety of micrometers, dial calipers, rulers, tape measures and protractors. Records for three of the devices were reviewed in the system and were found to be managed and in a state of calibration.</p> <p>Risk Management-The facilities currently share a corporate risk matrix / profile for the company's six production locations. The matrix was reviewed during the audit and was found to meet ISO requirements. (OFI-5)</p> <p>The company also has a documented contingency plan for the company that has a separate contingency for each location. This plan was reviewed during the audit and was found to be supportive of the Risk management process.</p> <p><u>Metrics:</u> On time delivery-goal >98%, actual-88.3%, DPPM-goal <3000, actual-AL-4064, Devaluations goal-<.35, actual-.35, Tons per man hour-Goal 1.5, actual >1.75.</p>

Corrective Actions List

No nonconformities were identified during this audit event activity.

Opportunities for Improvement

The following Opportunities for Improvement were identified during this audit activity:

Process	Description
Support activities	<p>OFI-1 The company could consider adding some of the policy items as QMS KPIs such as safety, personal service, and employee skills to create more robust QMS data analysis.</p> <p>OFI-2 The company could consider a social media based, simple 5-star type customer feedback format, with comments, to enhance data related to customer satisfaction.</p> <p>OFI-3 The company could consider using current customer retention data to create a KPI metric to further support customer performance trends.</p> <p>OFI-4 The company could consider using training matrix data to create a training KPI (1-2-3) by averaging all employees numbers together and tracking it over time to drive improvements in employee cross training.</p> <p>OFI-5 The company could consider creating a risk analysis / matrix for each manufacturing location in order to create more local control and responsibility for risk management at each facility.</p> <p>OFI-6 The company could consider a continual improvement process for each individual plant to complement their risk management activity (OFI-5) to mitigate risks to individual plants.</p>

Note: Opportunities for Improvement are non-binding.

Best Practices Observed

The following Best Practices Observed were identified during this audit activity:

Process	Description
Purchasing	Best practice-The company has implemented a robust supplier evaluation process that occurs on a quarterly basis. Supplier scores are averaged and reported as a QMS KPI.
Support activities	<p>Best practices- The company has a robust project in place called OSANA /Best that takes the current software and expands it to include improvements in the areas of AR/CRM/General ledger/Inventory/Pricing/sales orders, using organizational knowledge gleaned by inputs from senior management members.</p> <p>Best practices- Both locations (AL, VA) were found to have a motivated, senior, and competent workforce who were aware of their QMS and their roles in it.</p>
Packaging and shipping	Best practice-The company software system has built-in error-proofing poke yokes that will prevent mistakes in identifying and shipping the correct materials for the orders being loaded.