Global Supplier Quality Manual

The latest revision of this document is made available to Suppliers on the internet: http://www.walbro.com/supplier-portal/

Acknowledgment of Walbro Supplier Requirements

Suppliers must sign and return this page to Walbro Purchasing or Supplier Quality. By signing this Acknowledgement form, the Supplier agrees and will comply with the following:

1) Global Supplier Quality requirements
2) Conflict Minerals Policy Statement
3) Walbro LLC Declarable Substance List (WEMDSL)

Thank you for your cooperation

Company Name: _____

Name: _____ **Position:** _____

Email: _____ **Phone:** + ( ) _____
Country Code | Area Code | Number

X _____ **Date:** _____
Signature | DD | MMM | YYYY

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1. Introduction

The Global Supplier Quality Requirements Manual establishes the minimum quality requirements for suppliers of materials, parts and services used in production parts manufactured by Walbro LLC.

Suppliers to Walbro must follow the quality assurance requirements described in this document. The requirements of this Manual are based on AIAG APQP and PPAP manuals as well as Walbro specific requirements.

New Suppliers must be ISO™ certified or to a Walbro recognized equivalent. Suppliers to Walbro prior to July 2014 are considered "grandfathered". Walbro encourages suppliers that are not certified to ISO 9000 or a Walbro recognized equivalent to become compliant to an ISO™ certification.

2. Abbreviations used in this document

- (AIAG) Automotive Industry Action Group (www.AIAG.org)
- (APQP) Advanced Product Quality Planning
- (PPAP) Production Part Approval Process
- (FMEA) Failure Mode and Effect Analysis
- (PSW) Part Submission Warrant
- (8D) Eight Discipline Problem Solving Methodology
- (SQE) Supplier Quality Engineer
- (ISO™) International Organization for Standardization
- (ISPM) International Standards for Phytosanitary Measures
- (KCC) Key Control Characteristic

3. Referenced Documents

Referenced documents are available to the supplier on the walbro.com Supplier Page. (www.walbro.com/supplier-portal/)

- Part Submission Warrant
- Dimensional Report Form
- Supplier PPAP Package Review Work Instruction
- APQP Tracker Form
- Supplier Request for Deviation or Change (SRDC)
- Failure Mode Effects Analysis (FMEA)
- Control Plan
- Process Flow Diagram
- WEMDSL Requirements
- Conflict Mineral Policy

4. Expectations

Walbro has the following expectations of all suppliers. Suppliers are expected to:

- provide 100% quality parts/services with 100% on-time delivery.

- continually strive to enhance product quality and manufacturing productivity to meet increasing competitive pressure in our global economies.

- follow the laws and security guidelines of other countries as applicable

- have a process to ensure compliance with all applicable government safety and environmental regulations.

- comply with the ISPM 15 wood packaging regulations.

- provide all documentation and information in English to ensure documents are transferable and understood within all Walbro facilities. This requirement applies to all requests for records and documentation submitted to Walbro as specified in this manual. This requirement can only be waived by the Walbro location receiving the documentation except as otherwise required in PPAP documents required for submission. Reference Section 8.3

- support Walbro in addressing customer failures related to supplier's product/service to include financial reimbursement and assisting the customer.

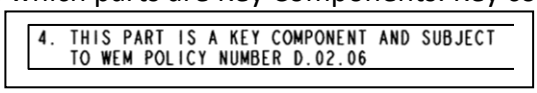
- demonstrate Quality Planning to promote continuous improvement, defect prevention and process optimization. Preferred Quality Planning methods for production parts are described in the AIAG APQP and PPAP manuals. Quality planning methods may include but are not limited to:

  - Feasibility Study
  - Process capability analysis with statistical process controls
  - Process flow charts
  - PFMEA
  - Control plans
  - Operator and inspection instructions
  - Packaging plan
  - Root cause analysis, corrective action and preventive actions

- read the Walbro Global Supplier Quality Requirements Manual
- print, sign, date and return the Acknowledgement form. (see pg. 2)

5. Key Components

A Key Component is any component which relies upon any special or proprietary vendor processing or formulation which cannot be fully detailed or specified on the Walbro engineering drawing. Product Engineering shall determine which parts are Key Components. Key components will be identified on the Drawing. Example:



No change, however small, shall be made to any system, manufacturing procedure or process or packaging, within WEM or its vendor, associated with or directly affecting a Key Component without the express written authorization of WEM product engineering.

No Key Component shall be re-sourced or sub-contracted to a third party without the express written authorization of WEM product engineering.

Advance written notice, in the form of an SRDC, shall be submitted to Walbro Supply Chain / Purchasing for approval.

Changes cannot be implemented without an approved SRDC from Walbro.

6. Advanced Product Quality Planning (APQP)

Walbro requires suppliers to use an APQP methodology (reference AIAG APQP manual). An APQP Tracker is available on the Walbro.com Supplier Page. The APQP Tracker is used to manage the project through the launch and PPAP submission process.

The supplier is responsible for all activities defined in the APQP Tracker. The supplier must notify Walbro of any delays or deviations from the project plan. Walbro may require suppliers to jointly review the APQP status on a scheduled basis. In these situations the Walbro APQP Tracker must be used to document the status of the project.

Walbro and the supplier must agree that the part is ready for PPAP submission. (Reference Phase 5 of the APQP Tracker)

Suppliers are expected to make recommendations for changes to drawings or specifications upon initial part quotation. Change requests shall be *submitted and approved* prior to the part qualification submission. (Reference Feasibility Studies)

6.1 Engineering Samples

Engineering samples may be ordered for review or testing at Walbro. (Reference Phase 3 of the APQP Tracker)

7. Supplier Request for Deviation or Change (SRDC)

It is the supplier's responsibility to make every effort to meet Walbro requirements prior to submitting a SRDC. All SRDCs should be submitted to the Walbro plant Supply Chain/Purchasing representative. All Deviation or Change requests must be approved by Walbro before they are implemented.

7.1 Deviation Request

A SRDC is initiated to request a deviation or a permanent change to a Walbro drawing, engineering specification or quality standard that requires Walbro approval. Deviations will be approved until a specific date and/or for a quantity of parts. The request for deviation shall be accompanied by a corrective action plan. (8-D)

7.2 Product or Process Change Request

Walbro must control the products and services provided by our suppliers based on approved and validated products and processes. Walbro requires notification and right of approval of any proposed changes **BEFORE** implementing such change. Notification is achieved by completing and submitting a completed SRDC to the assigned Walbro Purchasing/Supply Chain representative.

8 Production Part Approval Process (PPAP)

The PPAP Submission Level is documented in the Purchase Order. **PPAP Level 3 shall always be the default, unless otherwise specified in the purchase order. PPAP's must be completed using production released drawings.**

8.1 Situations Requiring PPAP

The supplier is responsible for submitting PPAP for approval prior to the first production shipment in the following situations:

- New part or product
- Correction of non-approved PPAP
- Change of specification according to Engineering Change Notice (ECN) - new rev level.
- Changed material or new design of previously approved part (change of specification)
- New, replaced, changed or reconditioned tools
- Changes in production process (Suppliers or Sub-Suppliers)
- Transfer of part to different plant or a different supplier
- Change of sub-supplier parts (The Supplier must submit PPAP)
- When the part has not been manufactured during the last twelve months (when requested)
- When requested by Walbro due to quality issues
- Walbro may also request submission of PPAP due to other reasons when deemed necessary

If there are questions regarding PPAP requirements, contact the Walbro Global Supplier Quality Engineer.

8.2 Significant Production Run

Initial samples must be representative of production product and must be manufactured with the equipment, gauging, material, operators and process settings intended for production product. Product for PPAP submission must be taken from a significant production run. This significant production run shall be from one to eight hours of production. A minimum of 300 consecutive parts (300 shots for multi-cavity tools) is required unless otherwise specified by the Walbro SQE.

A Walbro representative shall have the option to be present at the supplier to witness the Significant Production Run.

8.3 PPAP Requirements

The requirements of PPAP document submission is determined by the PPAP level (Reference Table 8.3.2).

All documents shall be typed in English. The PSW and Dimensional Results must be submitted on Walbro forms. All other forms required in the PPAP may be submitted using the supplier forms if they meet AIAG template requirements.

All PPAP requirements must be met prior to submission. Any non-conforming requirements must be reviewed with Walbro. An approved SRDC must be submitted with the PPAP package.

All PPAP requirements must be completed regardless of submission Level. (Reference Table 8.3.3 for submission and retention requirements)

For additional information on PPAP requirements, refer to AIAG PPAP manual and Supplier PPAP Package Review work instruction on the Walbro.com Supplier Page.

8.3.1 Customer Owned Tooling

In the event that the tooling is owned by Walbro's customer, the supplier is required to submit a Level 3 PPAP to Walbro for initial part approval.

A PPAP Package must also be submitted for changes in tooling; the PPAP Level will determined by the nature of the change. Contact the Walbro Global SQE for further information.

8.3.2 PPAP Level Definition Table

Level 1	Warrant only
Level 2	Warrant with product samples and limited supporting data.
Level 3	All requirements per Table 8.3.3 (Default Level)
Level 4	Warrant and other requirements as defined by Walbro.
Level 5	Warrant, Certificate of Compliance, and other requirements as defined by Walbro.

Reference AIAG "PPAP" manual

8.3.3 PPAP Submission and Retention Requirements Table

	Requirement	Submission Level				
		Level 1	*Level 2*	*Level 3*	*Level 4*	*Level 5*
1	Walbro PPAP Package Review Form	S	S	S	S	S
2	Part Submission Warrant (PSW)	S	S	S	S	S
3	Engineering Change Documents, if any	R	S	S	S	S
4	Supplier Request for Deviation or Change (SRDC)	S	S	S	S	S
5	Ballooned Drawing	R	S	S	R	R
6	Dimensional Report Form	R	S	S	R	R
7	Design FMEA for (Suppliers that are Design Responsible)*	R	R	S	R	R
8	Process Flow Chart*	R	R	S	R	R
9	Process FMEA*	R	R	S	R	R
10	Control Plan*	R	R	S	R	R
11	Measurement System Analysis Studies (MSA)	R	R	S	R	R
12	Checking Aids / Fixtures	R	R	S	R	R
13	Initial Process Potential Studies	R	R	S	R	R
14	Appearance Approval, Material Certificate of Analysis and Performance Test Results.	R	S	S	S	R
15	Records of Compliance with Walbro Specific Requirements* 1) Conflict Minerals Policy Statement 2) WEMDSL	R	S	S	S	S
16	Certificate of Compliance	N/A	N/A	N/A	N/A	S
17	Sample Parts	R	S	S	R	R

S= Submit with PPAP Package
R= The Supplier shall retain at appropriate locations and make available to Walbro upon Request
Reference AIAG PPAP Manual
*Must be submitted to Walbro 30 days prior to PPAP Submission.

8.3.4 Walbro PPAP Package Review Form

Suppliers are required to complete the Walbro PPAP Package Review Form. This form was developed to assist suppliers in meeting Walbro PPAP requirements. Suppliers are required to use this form to review all PPAP requirements before submitting to Walbro. All PPAP requirements must be met prior to submission. PPAP documentation not meeting Walbro requirements must be corrected before submission. This form must be submitted in English

8.3.5 PSW - Part Submission Warrant

Suppliers are required to use the Walbro PSW Form. The PSW must be completed in English. A copy of the PSW is located on the Walbro.com Supplier Page.

8.3.6 Engineering Change Documents

Any authorized engineering change documents for those changes not yet recorded in the design record but incorporated in the product, part or tooling. Examples could include a Product Change & Release, Manufacturing Condition Change Application, or SRDC

8.3.7 Supplier Request for Deviation or Change (SRDC)

Include any completed and approved SRDCs. (Reference Section 7)

8.3.8 Ballooned Drawing

The ballooned drawing provides explicit reference between the dimensions on the drawing and the Dimensional Report. Requirements for a ballooned drawing are as follows:

- Utilize the Released Production drawing
- All dimensions, notes, and materials on the drawing are assigned a unique number (Starting with 1).
- Numbers must be circled.
- Results are reported using the unique number on the Dimensional and Appearance Approval, Material Certificate of Analysis and Performance Test Results forms.

8.3.9 Dimensional Report Form

Suppliers are required to use the Walbro Dimensional Report Form and results typed in English.

The supplier shall record with the actual results all dimensions (except reference dimensions) as noted on the ballooned drawing.

The following guidelines define how many parts are to be measured (100% lay-out). The results are recorded on the dimensional report form.

- 1 Cavity - 5pcs
- 2-4 Cavities - 3pcs per cavity
- 5 Cavities or more - 1pc per cavity

The Supplier shall retain 1 master sample per cavity until replaced by a new PPAP.

Changes or exceptions to the above sample requirements must be agreed upon by authorized Walbro Quality representatives before beginning the PPAP Process.

8.3.10 Design FMEA

If the supplier is responsible for the design, the supplier shall develop a Design FMEA. The FMEA format shall meet AIAG FMEA template requirements.

A single design FMEA may be applied to a family of similar parts or materials when agreed upon with Walbro. (A FMEA Template is available on the Walbro.com Supplier Page)

8.3.11 Process Flow Chart

The Supplier shall develop a process flow diagram that clearly describes the production process steps and sequence. The process flow chart is a visual approach to describing and developing sequential or related work activities. It provides both a means of communications and analysis for planning, development activities, and manufacturing processes.

Process Flow Diagrams may be applied to a family of similar parts or materials when agreed upon with Walbro. (A Process Flow Diagram Template is available on the Walbro.com Supplier Page)

8.3.12 Process FMEA

The supplier shall develop a Process FMEA. The FMEA format shall meet AIAG FMEA template requirements.

A single process FMEA may be applied to a family of similar parts or materials when agreed upon with Walbro. (A FMEA Template is available on the Walbro.com Supplier Page)

Reference the AIAG Potential Failure Mode and Effects Analysis manual for additional information.

8.3.13 Control Plan

The supplier shall develop a control plan that defines all methods used for process control. The control plan shall meet AIAG Control Plan template requirements.

The control plan describes the actions that are required at each phase of the process including receiving, in-process, out-going, and periodic requirements to assure that all process outputs will be in a state of control. During regular production runs, the control plan provides the process monitoring and control methods that will be used to control product and process characteristics.

A single control plan may be applied to a family of similar parts or materials when agreed upon with Walbro. (A Control Plan Template is available on the Walbro.com Supplier Page)

Reference the AIAG APQP and Control Plan manual for additional information.

8.3.14 Measurement System Analysis Studies (MSA)

A measurement system analysis is a mathematical method of determining how much the variation within a measurement system contributes to the overall measured process variability. An MSA is required for all KCC's.

The suggested method to analyze the measurement system is a Gage R&R study.

A Gage R&R (repeatability and reproducibility) study is used to understand how capable the gage's measurements within a process are, regardless of the operator. Using total tolerance, the percentage of the R&R should strive to be less than 10%. Gages are considered marginal if between 10% and 30%. If greater than 30%, an explanation of why the gage is to be used shall be submitted.

Every effort shall be made to include samples that represent the full range of process variation.

A single MSA may be applied to similar measurement tools when agreed upon with Walbro.

Reference the AIAG Measurement Systems Analysis manual for additional information.

8.3.15 Checking Aids/Fixtures

If requested by Walbro, the supplier shall submit any part-specific checking aid.

The supplier shall certify that all aspects of the checking aid agree with part dimensional requirements. The supplier shall document all released engineering changes that have been incorporated in the checking aid.

Checking aids can include fixtures, variable and attribute gauges, models, templates, and mylars specific to the product being submitted.

8.3.16 Initial Process Potential Studies

Process capability studies are performed to verify if the process is capable to produce product/articles according to the requirements set by Walbro. As a minimum, Initial Process Potential Studies must be completed for **K**ey **C**ontrol **C**haracteristics (KCCs) that are identified on the Drawing.

KCCs are noted on the drawings or specification with special symbol. The symbols and requirements are defined in the following table.

8.3.16.1 KCC Symbol Application & Requirements Table

KCC	Symbol	Applications	Requirements
Critical or Safety	◇	1. Potential Fuel Leak (Note: symbol should be placed at the leak specification, not the contributing parameters) 2. Potential Engine Stoppage (Marine & Transportation Applications) 3. Potential Uncontrolled Throttle 4. Government Regulations / Emissions	100% Test or Inspect Material Certification Statistically Valid Data
Major	◓	1. Known or Suspected areas of Process Control (where additional statistical focus is desired)	Process Control Charts Meet Print Spec

These symbols identify characteristics that affect fit, form and/or function of the part in its application. In addition the supplier may add additional characteristics as identified by PFMEA that needs to be treated in the same manner as a KCC.

8.3.16.2 Acceptance Criteria

Following are the criteria for evaluating initial process studies.

NOTE: Processes must be stable and in control.

Index > 1.67	The process currently meets the acceptance criteria.
1.33 ≤ Index ≤ 1.67	The process may be acceptable. Contact Walbro Quality representative for a review of the study results.
Index < 1.33	The process does not meet the acceptance criteria. Contact Walbro Quality representative for a review of the study results and corrective action.

8.3.16.3 Sample Size:

The sample size for determination of capability is 50 unless otherwise specified. Samples must be randomly selected from the significant production run.

8.3.16.4 Multiple Tooling / Multi-Cavity Tooling:

A separate Capability analysis is required for each tool or cavity used to produce the same part number. Cavity traceability is required for monitoring quality performance.

8.3.16.5 KCC Identification

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The minimum requirements for identifying KCCs are:

- KCCs should be clearly identified in Control Plans, FMEAs, and Work Instructions.
- KCCs require SPC (Statistical Process Control) or other traceable verification method.

Reference the AIAG Statistical Process Control and PPAP manuals for additional information.

8.3.17 Appearance Approval, Material Certificate of Analysis, and Performance Test Results

The supplier is required to use the Walbro Appearance Approval, Material Certificate of Analysis, and Performance Test Results Form typed in English. A copy of this form is available on the Walbro.com Supplier Page.

8.3.17.1 Appearance Approval

Appearance approval results shall be documented when appearance requirements are noted on the drawing. Examples of requirements include color, gate locations, and other specifications when engineering approval is noted on the drawing.

8.3.17.2 Material Certificate of Analysis

Material tests and analysis shall be performed on all parts where material, chemical, and/or metallurgical requirements are specified. The material certificate of analysis must include the material tested, material specification and the test results.

Qualified laboratory test results are acceptable if the supplier does not have the capability to perform all tests in-house. The qualified laboratory shall have a laboratory scope and documentation showing that the laboratory is qualified for the type of measurements or tests conducted.

When a qualified laboratory is used, the supplier shall submit the test results on the laboratory letterhead or the normal laboratory report format. The name of the laboratory that performed the tests, the date of the tests, and the standards used to run the tests shall be identified.

8.3.17.3 Performance Test Results

The supplier is responsible for performing any laboratory and/or functional tests required by the drawings or technical specifications. Examples of performance tests include hardness testing, torque testing, leakage testing, electrical function testing, etc. Laboratory and Functional testing requirements must be included in the control plan.

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8.3.18 Records of Compliance with Walbro Specific Requirements

The supplier is required to use the Records of Compliance with Walbro Specific Requirements found on the Walbro.com supplier page. The form must be completed in English.

Walbro specific requirements include WEMDSL and the Conflict Minerals Policy. Additional information can be found on the Walbro.com supplier page.

8.3.19 Certificate of Compliance

A Certificate of Compliance is only acceptable for suppliers of Electronic Components.

A document certified by a management representative of the supplier that the electronic component meets the required specifications. Certificate of Compliance must include the following information:

- Date
- Manufacturer
- Reference Test Specifications
- Drawing
- Distributor Name
- Signature of Management Representative
- Title of Management Representative
- Official Company Letterhead

8.3.20 Sample Parts

Sample parts submitted to Walbro should be from a significant production run as defined in Section 8.2. If required, additional sample quantities will be specified in the Purchase Order.

A minimum of 2 sample parts shall be parts measured by the Supplier. These samples must be identified and traceable to the results on the Dimensional Report Form.

Sample parts should be labeled as “PPAP”.

8.4 PPAP Disposition

Supplier PPAPs will be dispositioned by Walbro per the following:

8.4.1 Approved

Approved indicates that the PPAP meets all Walbro requirements and has been accepted. The supplier is authorized to ship production parts as specified in the Purchase Order.

8.4.2 Rejected

Rejected indicates that the PPAP does not meet Walbro requirements. The supplier must review and make corrections per the Supplier PPAP Package Review Work Instruction. The PPAP must be resubmitted with the corrections. The supplier is not authorized to ship production parts until the PPAP is approved.

8.4.3 Interim Approval

Interim Approval indicates that the PPAP has been approved until a specific date and/or for a quantity of parts. Interim Approval will be granted at the discretion of Walbro.

The supplier must review and make corrections per the Supplier PPAP Package Review Work Instruction. The PPAP must be resubmitted with the corrections.

9 Ongoing Quality Requirements

Production parts may be shipped after PPAP approval per the Purchase Order and/or schedule requirements.

Suppliers of electronic components (parts approved by Level 5 PPAPs) shall provide a Certificate of Compliance with every shipment.

A Material Certificate of Analysis is required with every shipment for all other production parts.

10 Packaging, Pallets, and Labels

Suppliers must use packaging in accordance with Walbro packing instructions. Note that different Walbro facilities may have different packing requirements. It is the supplier's responsibility to use the approved packaging method.

The supplier shall ensure that all Walbro packaging is clean and free from dirt, debris, foreign materials and damage. All returnable packaging and dunnage that is not clean and free from dirt, debris, foreign material and damage is subject to rejection.

Pallets must comply with the ISPM 15 wood packaging regulations.

Barcode Labels must be compliant to AIAG B-10 Labeling Guidelines. Reference the AIAG Trading Partner Labels Implementation Guidelines. At a minimum all labels must include the following information:

- Supplier Name
- Part Number
- Date
- Description
- Quantity
- Purchase Order Number
- Rev Level
- Lot Number
- Packing List Number

11 Quality Assurance of Sub-Suppliers

Walbro requirements shall be transferred to the Sub-Supplier as applicable.

Basic requirements for quality assurance of purchased parts and outsourced processes shall be established by the supplier. These requirements must assure the quality of parts is properly controlled by its sub-suppliers. Sub-Suppliers shall have a process to ensure compliance with all applicable government safety and environmental regulations.

For the special process (Heat Treatment, Painting, Plating, Welding, Soldering etc.) carried out at Sub-Supplier, Suppliers must define process control parameters and frequency in agreement and collaboration with Sub-Suppliers to ensure fulfillment of quality requirements.

Suppliers must be able to provide an approved PPAP from all Sub-Suppliers when requested by Walbro.

12 Control of Nonconforming Products and Corrective Action Procedures

In the event that non-conforming parts or products are identified at Walbro, a reject notice will be generated and the supplier will be notified via email. Walbro will provide reasonable detail in the email so that the supplier can immediately begin containment actions and root cause investigation.

Suppliers are required to immediately inspect current inventory and work in progress for noted non-conformances and segregate accordingly. Suppliers are required to submit containment actions to Walbro within 24 hours.

Initial root cause investigations are to begin immediately upon notification of a non-conformance. The 8D is the preferred Problem solving methodology to minimize the possibility of a reoccurrence. All 8Ds are expected to be closed within 30 days.

In the event that non-conforming parts or products are identified at the Supplier, it is the supplier's responsibility to submit a **Supplier Request for Deviation or Change**. The request must be approved prior to the supplier shipping the parts.

When parts are shipped per an approved SRDC, the packaging must be clearly labeled with a description of the non-conformance and the SRDC tracking number.

Once any non-conformances have been corrected, the first shipment of corrected parts must be clearly labeled as the first shipment with corrected product and include the CAR/8D tracking number.

The Walbro Supplier Request for Deviation or Change form must be used and submitted in English.

13 Product Identification and Traceability

Suppliers shall establish and maintain documented procedures for identifying the product from receipt of raw material through production and delivery. When required by Walbro, suitable methods of product traceability shall be maintained – including permanent part marking and recorded/stored data. Special attention should be given to traceability for outside processing such as heat treatment, plating, coating, etc.

Mechanical and metallurgical properties shall be monitored by lot and details (and/or certifications) shall be retained per QMS record retention policies.

14 Record Retention

Quality records shall be maintained so they remain legible and are available for review upon request. Records may be electronic or hardcopy. Records should include accurate, updated, and complete quality data as defined in the Control Plan. Records shall also be kept for warranty and field complaints.

Records of production materials shall be maintained for a minimum of seven calendar years or one year after the product is obsoleted. Walbro may require Suppliers to retain records for longer periods of time if necessary. Exceptions to the above record retention requirements will be on identified on the purchase order.

15 Supplier Site Reviews & Assessments

Walbro reserves the right to perform periodic on-site reviews or assessments of Suppliers and Sub-Suppliers

15.1 Supplier Site Reviews

Walbro may review Supplier and Sub-Supplier facilities, quality systems, records and product ready for shipment. The Supplier and Sub-Suppliers' personnel, gauging, and test facilities shall be made available as requested during site reviews.

15.2 Supplier Assessments

Supplier Assessments can include the following:

- Full Assessment
- Process Audit
- Continuous Improvement Workshop