

**SUPERB 9000** <sup>TM</sup>

**Quality  
Management  
System**

**Superb Industries, Inc.**  
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## **Company Profile**

SUPERB Industries, Inc. was founded in 1986 with a commitment to doing things better—to exceed the expectations of the customer. This commitment has served as a cornerstone of SUPERB’s success as a high volume producer of metal and plastic components. The founders and majority stockholders of SUPERB have a long history in the manufacturing business; their family has been in manufacturing since 1965.

SUPERB had a humble beginning—a small tool room housed in a two-car garage—but with a vision to make a difference in the manufacturing arena. Today SUPERB is housed in a modern facility with the latest in manufacturing technology. From CNC machining and CAD design, to high speed Bruderer, Multi-Slide, and Injection Molding Presses. SUPERB employs technology to produce the high quality precision stampings and components its customers around the world have come to expect.

SUPERB remains committed to its Foundational Business Philosophy and continually refines its methodology. SUPERB9000, its proprietary Quality Management System, combines those principles with ISO 9001:2000 and TS 16949 to form a truly “superb” quality management system.



## Quality Policy Statement

**“To be Superb--To Live up to our Name.”**

SUPERB Industries, Inc.'s quality policy rests firmly on its foundational business philosophy and its name. It requires every team member to be actively committed to the Superb way of doing things. Team members commit to *superior craftsmanship*, produce *unbeatable value* and *perform on-time*. They foster *empowered* and *equitable* relationships both within and outside the company. They work to create a positive, safe working *environment* and commit to *continual refinement*. They take ownership of SUPERB through the *Bottom-Up* management philosophy.

## Mission

SUPERB consistently provides products and services of superior quality to customers in the United States and abroad at equitable prices. SUPERB provides stable employment with competitive wages and benefits to team members in the community and a good return on investment for the stockholders.

## Scope

SUPERB is a manufacturer of metal stampings and injection moldings for automotive and commercial customers.



## **Management Commitment**

We the Management and Quality Team at SUPERB Industries are personally committed to the Quality Policy, Mission and Foundational Business Philosophy of the SUPERB9000 Quality System outlined in this manual. We are at your service and welcome your comments and questions:

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## **Foundational Business Philosophy**

True value in goods produced or services provided flows naturally from an organization's commitment to clearly defined core values. SUPERB Industries, Inc. has always been a "values based" company. The six core values that make up the *Foundational Business Philosophy* are inseparably connected with SUPERB's name:

**Superior Quality**  
**Unbeatable Value**  
**Performance On-Time**  
**Equity, Empowerment, Environment**  
**Refinement**  
**BottomUp Management®**

*Superior Quality:* SUPERB is dedicated to superior craftsmanship. The *superior quality* of the products becomes the cornerstone of a sustainable customer base.

*Unbeatable Value:* SUPERB is committed to unbeatable total value, not necessarily cheapest price. SUPERB provides customers with *superior quality* products at a reasonable cost, backed by service that provides total value unbeatable in the marketplace.

*Performance On-Time:* SUPERB delivers *superior quality* at *unbeatable value* not too early, not too late, but rather just in time to meet the customer's production requirements.

*Equity:* SUPERB values honest and fair relationships both within the SUPERB team and with customers and suppliers.

*Empowerment:* SUPERB seeks to empower team members by encouraging them to take ownership of and responsibility for SUPERB's success.

*Environment:* SUPERB considers a safe, clean environment essential to a positive and productive working atmosphere.



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## Quality Management System

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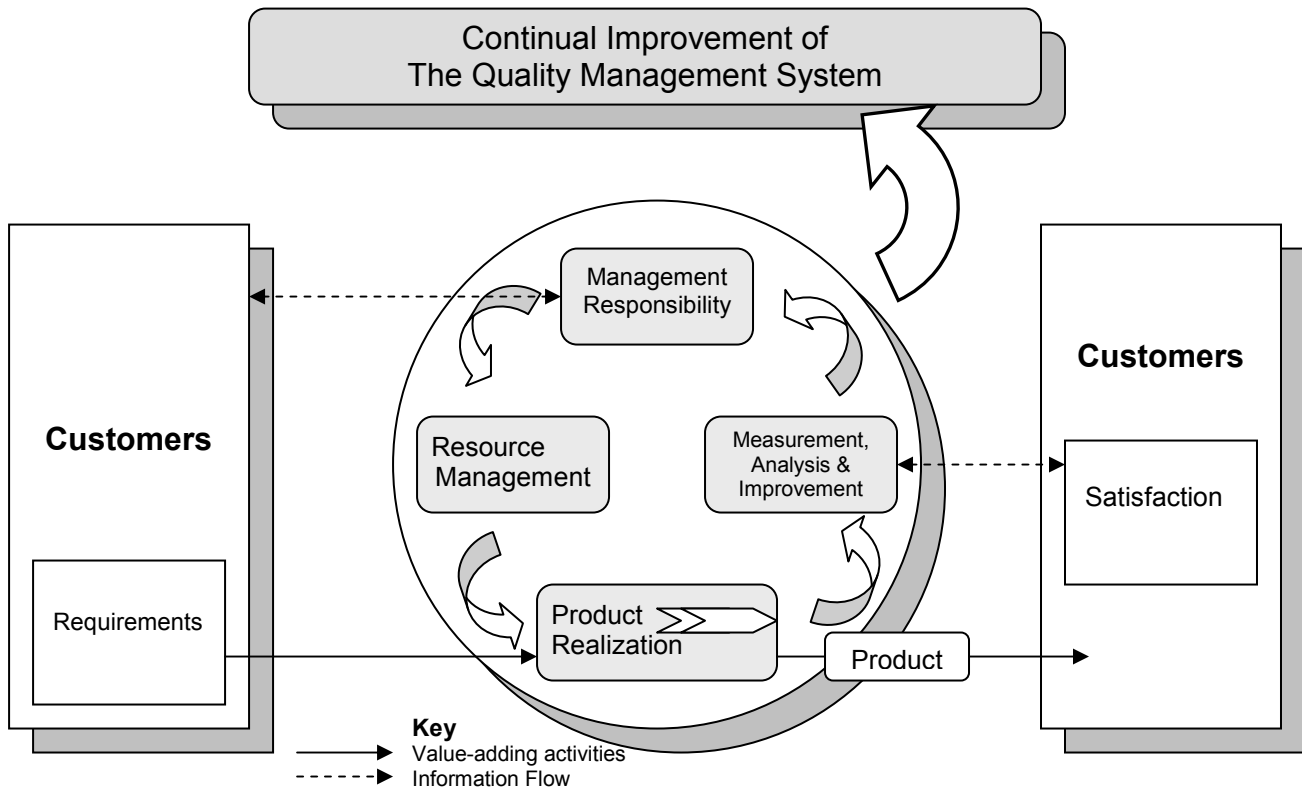
*Refinement:* SUPERB fosters the creation of new and innovative methods for refining its methodology and continually improving the *quality* of its products and services.

*BottomUp Management*<sup>®</sup>: SUPERB inverts the traditional top-down organizational chart, which graphically illustrates what leadership is all about—carrying responsibility. SUPERB calls on its leadership to *empower* team members by supporting them instead of dictating results by coercion and manipulation. *BottomUp Management* provides a supportive *environment* where individual innovation and cross-functional teamwork can flourish.

## ISO 9001:2000 and TS 16949

SUPERB Industries, Inc. has adopted a process approach when developing, implementing and improving the effectiveness of its quality management system to enhance customer satisfaction by meeting customer requirements.

The model of a process-based quality management system shown in Figure 1 illustrates the process linkages presented in clauses 4 to 8 of the ISO/TS 16949 Technical Specification. This illustration shows that customers play a significant role in defining requirements as inputs. Monitoring of customer satisfaction requires the evaluation of information relating to customer perception as to whether the organization has met the customer requirements. The model shown in Figure 1 covers all the requirements of this International Standard, but does not show process at a detailed level.



**Figure 1** – Model of a process-based quality management system

## **QUALITY MANAGEMENT SYSTEMS**

The SUPERB9000 quality management system is established on our foundational business philosophy. As a result, the International Standard ISO 9001:2000 and Technical Specification TS 16949 (without design) become natural tools for analyzing and continually improving the SUPERB9000 system, rather than a foreign system inharmoniously imposed upon the workings of SUPERB Industries, Inc. SUPERB is committed to documenting and implementing SUPERB9000 in accordance with the requirements of this International Standard to measure whether we are living up to our foundational business philosophy.

SUPERB9000 encompasses processes at all levels of the business and operations. The processes for management activities are identified in SUPERB9000 (see Exhibit A). The commitment of SUPERB's leadership to a customer focused quality system becomes the basis for our quality management system. SUPERB9000 also requires the careful provision of resources. This encompasses not only the tools and facilities needed to complete a process but also the human resources such as personnel and training and the creation of a healthy working *environment*. SUPERB9000 also carefully identifies the many processes involved in process realization. These include the processes related to planning, fulfilling customer requirements, design, purchasing, production, and quality controls

The processes previously mentioned do not exist separate from each other in disjointed units. One process flows into another, with complex interactions occurring at all levels of process execution. Please refer to the graphic (figure 1). This graphic shows the general sequence and movement of the processes, though the actual interactions between the processes are a more complex, webbed form of this basic visual representation.

SUPERB9000 determines criteria and methods needed to ensure that both the operation and control of these processes are effective and ensures the availability of resources and information necessary to support the operation and monitoring of these processes.

SUPERB9000 will not allow its quality management system to become a dead documentation system. Instead, SUPERB is committed not only to the monitoring, measurement and analysis of these processes but also to the implementation of actions necessary to achieve planned results. Furthermore, SUPERB focuses on continually improving these processes through internal audits, management reviews, employee reviews, and process reviews.

## **Documentation**

SUPERB9000 is organized into five levels of documentation. The documentation is typically in either a printed or electronic medium, but any medium is acceptable, as long as the format is suitable to the objectives of SUPERB.

The first and most basic are the **quality policy** and **quality objectives**. Additionally, the quality policy is prominently posted in SUPERB's main production area.

The second level is this **quality manual**, which included the quality policy and defines objectives, approaches and responsibilities consistent with SUPERB's foundational business philosophy.

The third level consists of **documented procedures**, which are either required by the ISO 9001:2000/TS16949 standard or are necessary for SUPERB's effective planning, operation and control of its processes. To be considered a documented procedure, the procedure must be established, documented, implemented and maintained. This quality manual references these quality procedures as QP X.XXX, thus linking the second and third levels of documentation. Superb has established the procedures required by the standard plus additional ones deemed necessary for the processes that are listed in Exhibit A.

- QP 4.230 Document Control
- QP 4.240 Quality Records
- QP 6.223 Training – Employee Development
- QP 8.220 Internal Audits
- QP 8.300 Control of Non-conforming Product
- QP 8.520 Corrective Action
- QP 8.530 Preventive Action



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## Quality Management System

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Detailed **job instructions** make up the fourth level of documentation. The instructions define how processes related to various jobs or tasks are to be fulfilled. They are referenced in the quality procedures as JI X.XXX.X, which links the fourth level to the previous levels of documentation.

The fifth level consists of the **records** required by the ISO 9001:2000/TS 16949 standard. These include inspection reports, forms, control charts, reviews, audits and records that provide evidence that the processes identified by the quality management system are effective and reviewed for improvements.



## **MANAGEMENT RESPONSIBILITY**

SUPERB Industries, Inc. 's top management is committed to developing and implementing the quality management system and continually improving its effectiveness. The members of the management team use their leadership to communicate to the entire SUPERB team the importance of meeting customer as well as statutory and regulatory requirements. They also establish the quality policy, ensure that quality objectives are established and conduct management reviews. They must also ensure the availability of resources.

At SUPERB, top management goes beyond ensuring that customer requirements are determined and met. Management approaches business with the goal of complete customer satisfaction. This customer focus is woven throughout our quality system.

The SUPERB management team ensures that individual responsibilities and authorities are defined and communicated with the entire SUPERB team. Unless otherwise specified, when a procedure assigns a manager a duty, the manager may designate an assistant to perform that action.

The specific goals and objectives of the company are defined in the Business Plan and are reviewed during the Management Review process.



## RESOURCE MANAGEMENT

SUPERB Industries, Inc. determines and identifies the resources needed to implement and maintain the quality management system and continually improve its effectiveness to satisfy the customer by continually meeting customer requirements. These resources include not only facilities and material resources but also well-trained employees and a pleasant and productive working *environment*.

Each individual of the SUPERB team performs work, which directly or indirectly affects product quality. Consequently, each team member shall be competent on the basis of appropriate education, training, skills and experience.

Superb out sources the heat treating, plating, and some calibration to qualified suppliers. Suppliers that perform outsourced processes are controlled through Superb's purchasing process.

## **PRODUCT REALIZATION**

SUPERB Industries, Inc. plans and develops the processes needed for product realization. Planning of product realization is consistent with the requirements of the other processes of the quality management system. In planning product realization, SUPERB determines

- quality objectives and requirements for the product,
- the need to establish processes, documents and provide resources specific to the product,
- required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance,
- records needed to provide evidence that the realization processes and resulting product meet requirements

### **Determination of Requirements Related to the Product**

SUPERB is committed to clear communication with the customer to determine requirements related to the product. SUPERB determines requirements specified by the customer, including the requirements for delivery and post-delivery activities. SUPERB also determines requirements not stated by the customer but necessary for specified or intended use, where known. We also determine statutory and regulatory requirements related to the product, including all applicable government regulations applying to acquisition, storage, handling, recycling and elimination or disposal of material. These requirements include recycling, *environmental* impact and characteristics identified as a result of the organization's knowledge of the product and manufacturing processes, and any additional requirements determined by SUPERB.

## **MEASUREMENT, ANALYSIS AND IMPROVEMENT**

SUPERB Industries, Inc. plans and implements the monitoring, measurement, analysis and improvement processes needed to demonstrate conformity of the product, to ensure conformity of the quality management system and to continually improve the effectiveness of the quality management system. This includes the determination of applicable methods, including statistical techniques and the extent of their use.

### **Laboratory Scope**

SUPERB Industries, Inc. has an internal lab with the capability to do inspections and measurements.

Calibration Scope: Calibration of measuring instruments only.  
(calipers, micrometers, gage blocks, gage pins, go/no gages, surface plates, height gages, dial indicators, gage fixtures)

Superb uses accredited laboratories (or certified to ISO 17025) to calibrate the rest of the inspection instruments.

SUPERB<sup>®</sup> Industries also uses accredited laboratory facilities when specified by the customer.



## Approvals and Revision

Originator:	Susan Miller	Date:	11-30-05		
Reviewed By:	John Miller	Date:	11-30-05	Original Issue:	02-25-2005
Approved By:	John Miller	Date:	11-30-05	Revision Date:	11-30-05
File Name: Z:\Quality\SUPERB9000\Quality Manual\Quality Manual TS16949 - 9-14-05.doc					



## Exhibit A

The processes have been defined as shown in the chart in Exhibit A. The chart defines the Core Processes, the Management Processes and the Support processes. ([z/data/quality/superb9000/core processes chart](#))

The procedures listed as QPXXX reference the related activities between the processes and provide the linkage for associated processes and documents.