

Requirement / Criterion No	Weight	Requirement / Criterion version 4	Change	Criteria / requirement number	Weight	Requirement / Criteria version 5
1.1.1		Requirement: The organization has a documented Supply Chain Management (SCM) vision and strategy.	SAME	1.1.1		Requirement: The organization has a documented Supply Chain Management (SCM) vision and strategy.
		Why is this important? A vision Requirement is not about what the company currently is, but what the company aspires to become. The organization's SCM vision and strategy should be a fundamental part of the overall business vision and strategy including a culture of continual improvement. As an example, the company may already meet the required standard in customer support, but has a vision to move customer support to a higher level within a given time period as a continual improvement process step. For the SCM process to be efficient and effective, the SCM vision, including MMOG/LE, should be acknowledged as an important part of the operation and resources allocated accordingly.	CHANGED			Why is this important? A vision Requirement is not about what the company currently is, but what the company aspires to become. The organization's SCM vision and strategy should be a fundamental part of the overall business vision and strategy including a culture of continual improvement. As an example, the company may already meet the required standard in customer support, but has a vision to move customer support to a higher level within a given time period as a continual improvement process step. For the SCM process to be efficient and effective, the SCM vision, including MMOG/LE, should be acknowledged as an important part of the operation and resources allocated accordingly.
1.1.1.1	F2	There is a documented vision which includes an SCM strategy that supports the organization's overall business objectives. The strategy should incorporate customer requirements, continual improvement, and a review at planned intervals.	CHANGED	1.1.1.1	F3	There is a documented vision which includes an SCM strategy that supports the organization's overall business objectives. The strategy should incorporate customer requirements, continual improvement, and reviewed at planned intervals. The strategy is communicated to and understood by all employees within the organization.
1.1.1.2	F2	The vision and SCM strategy are communicated to and understood by all employees within the organization.	REMOVED			
1.2.1		Requirement: There is a process in place to define SCM objectives. Objectives should be measurable, communicated, and understood within the organization.	CHANGED	1.2.1		Requirement: There is a process in place to define SCM objectives. Objectives should be measurable, communicated, reviewed and understood within the organization.
		Why is this important? SCM objectives should define the deliverables necessary to achieve the strategy in terms that can be quantified and measured and can provide a focus for departments and employees to prioritize improvement activities. Key objectives could include customer satisfaction, waste elimination, and internal and external supply chain performance.	CHANGED			Why is this important? SCM objectives should define the deliverables necessary to achieve the strategy in terms that can be quantified and measured and can provide a focus for departments and employees to prioritize improvement activities. Key objectives could include customer satisfaction, waste elimination, and internal and external supply chain performance.
1.2.1.1	F2	Objectives are documented, specific, measurable, achievable, realistic, timely, and consistent with the organization's SCM strategy.	CHANGED	1.2.1.1	F2	Objectives are documented, specific, measurable, achievable, realistic, timely and consistent with the organization's SCM strategy. Objectives are reviewed by interested parties. The results of the review should be considered when the organization establishes its annual SCM objectives and related performance targets (internal and external)
1.2.1.2	F2	Objectives are accepted by all relevant personnel/functions, clearly communicated to all levels of the organization, and reviewed with top management at planned intervals.	SAME	1.2.1.2	F2	Objectives are accepted by all relevant personnel/functions, clearly communicated to all levels of the organization, and reviewed with top management at planned intervals.
1.2.2		Requirement: The organization shall have Key Performance Indicators (KPIs) defined and in place for key areas of the SCM process that support meeting both the organization's business objectives and customer requirements.	CHANGED	1.2.2		Requirement: The organization shall have Key Performance Indicators (KPIs) defined and in place for key areas of the SCM process that support meeting the organization's business objectives, customer requirements and to drive the continual improvement process.
		Why is this important? Defining, collecting, and analyzing KPI data are important for the organization to measure and assess the efficiency and effectiveness of the supply chain operations. This process helps identify and correct deficiencies in order to achieve the organization's business objectives and support customer satisfaction.	CHANGED			Why is this important? Defining, collecting, and analyzing KPI data are important for the organization to measure and assess the efficiency and effectiveness of the supply chain operations. This process helps identify and correct deficiencies in order to achieve the organization's business objectives and support customer satisfaction.
1.2.2.1	F3	Customer supply chain performance metrics (e.g. customer performance rating, ship-to-schedule, shipping discrepancies) shall be defined and measured.	CHANGED	1.2.2.1	F3	Customer supply chain performance metrics (e.g. customer performance rating, ship-to-schedule, shipping discrepancies, notifications related to delivery issues, production losses) shall be defined and measured.
1.2.2.2	F3	Supplier performance metrics (e.g. on-time delivery, receipt discrepancies, ASN accuracy) shall be defined and measured for suppliers, subcontractors, and service providers.	SAME	1.2.2.2	F3	Supplier performance metrics (e.g. on-time delivery, receipt discrepancies, ASN accuracy) shall be defined and measured for suppliers, subcontractors, and service providers.
1.2.2.3	F3	Internal performance metrics (e.g. build to schedule, scrap/rework, labor performance, labor effectiveness) shall be defined and measured.	CHANGED	1.2.2.3	F3	Internal performance metrics (e.g. build to schedule, scrap/rework, labor performance, labor effectiveness) shall be defined and measured. Customer specific requirements shall be considered when KPIs are developed.
1.2.2.4	F2	Lead times for all supply chain processes within the organization's responsibility (e.g. procurement, manufacturing, transport, schedule preparation) are defined and measured.	CHANGED	1.2.2.4	F2	Lead times for all supply chain processes within the organization's responsibility (e.g. procurement, manufacturing, transport, schedule preparation) are defined and measured, including standard and expedited lead times.
1.2.2.5	F2	Metrics are defined to measure the quality of work within SCM processes that specifically include metrics monitored by the customer business process (e.g. incorrect/missing documentation, EDI system downtime, EDI error messages, packaging and labeling errors, on-time delivery, receipt discrepancies, ASN accuracy).	SAME	1.2.2.5	F2	Metrics are defined to measure the quality of work within SCM processes that specifically include metrics monitored by the customer business process (e.g. incorrect/missing documentation, EDI system downtime, EDI error messages, packaging and labeling errors, on-time delivery, receipt discrepancies, ASN accuracy).
1.2.2.6	F2	Standard costs related to SCM processes (e.g. freight, labor, packaging) and extraordinary costs associated with inefficiencies (e.g. premium freight, overtime, damaged containers) are identified and measured.	CHANGED	1.2.2.6	F2	Standard costs related to SCM processes (e.g. freight, labor, packaging) and extraordinary costs associated with inefficiencies (e.g. premium freight, overtime, damaged packaging) are identified and measured in order to be used in continuous improvement process.
1.2.2.7	F1	Where appropriate, inventory levels and/or turns are measured separately for inventory at each stage of the process (e.g. raw material, work-in-process [WIP], finished goods).	SAME	1.2.2.7	F1	Where appropriate, inventory levels and/or turns are measured separately for inventory at each stage of the process (e.g. raw material, work-in-process [WIP], finished goods).
1.3.1		Requirement: The organization has a process in place for monitoring, measuring, and analyzing SCM performance metrics throughout the supply chain (e.g. internal, customer, and sub-supplier) on a regular basis to ensure customer satisfaction and that the organization's objectives are met.	CHANGED	1.3.1		Requirement: The organization has a process in place for monitoring, measuring, and analyzing SCM performance metrics throughout the supply chain (e.g. internal, customer, and supplier) on a regular basis to ensure customer satisfaction and that the organization's objectives are met.
		Why is this important? Regular review and analysis of metrics is essential to monitor progress and performance against objectives. Monitoring, measurement, and analysis of the SCM processes are necessary to demonstrate conformity and continually improve the organization's effectiveness.	CHANGED			Why is this important? Regular review and analysis of metrics is essential to monitor progress and performance against objectives. Monitoring, measurement, and analysis of the SCM processes are necessary to demonstrate conformity and continually improve the organization's effectiveness.
1.3.1.1	F2	Performance against objectives is measured and reviewed with top management and communicated to all relevant personnel/functions/supply chain partners at planned intervals.	CHANGED	1.3.1.1	F2	Performance against objectives is measured and reviewed with top management and communicated to all relevant personnel/functions/supply chain partners at planned intervals. Graphical analysis tools (e.g. pareto charts) displaying historical and trend data are used to track key metrics over time.
1.3.1.2	F2	Graphical analysis tools (e.g. pareto charts) displaying historical and trend data are used to track key metrics over time.	REMOVED			
1.3.2		Requirement: There is a process in place to document, implement, and verify the effectiveness of preventive and corrective actions for any deficiency within the SCM process. The timing and status of the corrective actions are reviewed with management to prioritize actions and provide the necessary resources to achieve the results.	SAME	1.3.2		Requirement: There is a process in place to document, implement, and verify the effectiveness of preventive and corrective actions for any deficiency within the SCM process. The timing and status of the corrective actions are reviewed with management to prioritize actions and provide the necessary resources to achieve the results.
		Why is this important? An effective corrective action process for supply chain issues prevents recurrence of the issue, thus avoiding extraordinary cost and improving customer satisfaction. Formally documenting the corrective action process provides a more controlled method for monitoring, implementing, and verifying the results of the corrective action.	CHANGED			Why is this important? An effective corrective action process for supply chain issues prevents recurrence of the issue, thus avoiding extraordinary cost and improving customer satisfaction. Formally documenting the corrective action process provides a more controlled method for monitoring, implementing, and verifying the results of the corrective action.

1.3.2.1	F2	There are procedures and/or work instructions in place that define a structured problem-solving process that prevents recurrence of supply chain issues (e.g. late/inaccurate ASNs, late/missed shipments, BOM errors). The process includes: timely identification, response, containment, and corrective actions. Management prioritizes corrective and preventive actions and provides the resources needed to resolve each deficiency.	CHANGED	1.3.2.1	F3	The organization shall have a documented process(es) for problem solving including: a) defined approaches for various types and scale of problems (e.g. late/inaccurate ASNs, late/missed shipments, BOM errors). b) containment, interim actions, and related activities necessary for control of nonconforming outputs c) root cause analysis, methodology used, analysis, and results; d) implementation of systemic corrective actions, including consideration of the impact on similar processes e) verification of the effectiveness of implemented corrective actions; f) reviewing and, where necessary, updating the appropriate documented information (e.g. update work instructions, train personnel, poka-yoke) g) lessons learned should be applied to other relevant processes Where the customer has specific prescribed processes, tools, or systems for problem solving, the organization shall use those processes, tools, or systems unless otherwise approved by the customer.
1.3.2.2	F2	The corrective action plan includes a description of the problem, containment, root cause analysis, preventive actions, timing, assigned responsibilities, and any additional required resources.	REMOVED			
1.3.2.3	F2	Corrective and preventive actions are validated at the conclusion of each incident to determine whether the planned results have been achieved and to assess the need for any further actions (e.g. update work instructions, train personnel, poka-yoke). Any lessons learned should be applied to other relevant processes.	REMOVED			
1.4.1		Requirement: There is a process in place that engages management, employees, and business partners in continually improving the efficiency and effectiveness of the SCM processes throughout the entire organization and with all supply chain partners.	SAME	1.4.1		Requirement: There is a process in place that engages management, employees, and business partners in continually improving the efficiency and effectiveness of the SCM processes throughout the entire organization and with all supply chain partners.
		Why is this important? The deployment of improvement activities throughout the supply chain is necessary in order to increase efficiency, reduce waste and cost, and improve overall customer satisfaction. The objective is to develop a continual improvement culture in all supply chain partners so that the resulting processes are lean, stable, and sustainable.	SAME			Why is this important? The deployment of improvement activities throughout the supply chain is necessary in order to increase efficiency, reduce waste and cost, and improve overall customer satisfaction. The objective is to develop a continual improvement culture in all supply chain partners so that the resulting processes are lean, stable, and sustainable.
1.4.1.1	F1	A documented continual improvement process is in place and used throughout the entire organization with all supply chain partners.	CHANGED	1.4.1.1	F2	A documented continual improvement process is in place and used throughout the entire organization with all supply chain partners. The supply chain improvement action plan emphasizes the reduction of process variation, risk and waste.
1.4.1.2	F1	The continual improvement process encourages employees and all supply chain partners to submit proposals for continual improvement.	CHANGED	1.4.1.2	F1	The continual improvement process encourages employees and all supply chain stakeholders to submit proposals for continual improvement and enough time is given to employees to actively participate in continual improvement activities.
1.4.1.3	F1	Employees at all levels of the organization are allotted time to actively participate in continual improvement activities.	REMOVED			
			NEW	1.4.1.3	F1	The organization leverages an advanced technology supply chain project (e.g., IoT, machine learning, data lakes, augmented reality, blockchain) to improve outcomes such as shop floor digitization, improving supplier performance, delivering comprehensive traceability, reducing skills gap, safeguarding manufacturing, etc.
1.4.2		Requirement: There is a process in place to identify and analyze constraints that limit the organization's ability to optimize throughput. Actions are taken to reduce, minimize, or eliminate constraints.	SAME	1.4.2		Requirement: There is a process in place to identify and analyze constraints that limit the organization's ability to optimize throughput. Actions are taken to reduce, minimize, or eliminate constraints.
		Why is this important? For organizations to remain competitive and reduce cost, specific areas of improvement need to be identified throughout the supply chain. Listed in the criteria below there are fundamental processes that should be evaluated by the SCM function as a minimum requirement. There may be additional constraints identified through the organization's internal assessment process and/or continual improvement metrics.	CHANGED			Why is this important? For organizations to remain competitive and reduce cost, specific areas of improvement need to be identified throughout the supply chain. Listed in the criteria below there are fundamental processes that should be evaluated by the SCM function as a minimum requirement. There may be additional constraints identified through the organization's internal assessment process and/or continual improvement metrics.
1.4.2.1	F3	There shall be a process in place to identify and, where appropriate, manage bottleneck processes throughout the supply chain (e.g. capacity production, labor, supplier constraints) to maximize output while ensuring that production and delivery to the customer are not compromised.	CHANGED	1.4.2.1	F3	There shall be a process in place to identify and, where appropriate, manage constraining processes throughout the supply chain (e.g. production capacity, material flow analysis, labor, supplier) to maximize output while ensuring that production and delivery to the customer are not compromised.
1.4.2.2	F2	Production batch/lot size is evaluated on a regular basis and is adjusted accordingly in support of lean objectives.	CHANGED	1.4.2.2	F2	Production batch/lot size and throughput times are evaluated on a regular basis and are adjusted accordingly in support of lean objectives.
1.4.2.3	F2	Set-up/change-over time is evaluated on a regular basis and is adjusted accordingly in support of lean objectives.	SAME	1.4.2.3	F1	Set-up/change-over time is evaluated on a regular basis and is adjusted accordingly in support of lean objectives.
1.4.2.4	F2	Throughput time is evaluated on a regular basis and is improved where possible.	REMOVED			
1.4.2.5	F1	An effective cycle counting program is in place to identify root causes of inventory variation and implement corrective actions to prevent recurrence of the cause of variation.	CHANGED	1.4.2.4	F1	An effective cycle counting program is in place to identify root causes of inventory variation and implement corrective actions to prevent recurrence of the cause of variation.
1.5.1		Requirement: There is a process in place to continually develop the relationship between all partners in the supply chain.	CHANGED	1.5.1		Requirement: There is a process in place to continually develop the relationship between partners in the supply chain.
		Why is this important? Successful supply chain relationships begin with mutual trust and respect. The development process should consider customer expectations as well as aspects of corporate responsibility such as social, environmental, economic, and legal requirements. Developing relationships relies on organizations working together for mutual benefit and reward for the medium and long term. The process provides a strong basis for responding to market conditions and increasing competitiveness by continually examining the use and introduction of new business techniques, processes, and technology.	SAME			Why is this important? Successful supply chain relationships begin with mutual trust and respect. The development process should consider customer expectations as well as aspects of corporate responsibility such as social, environmental, economic, and legal requirements. Developing relationships relies on organizations working together for mutual benefit and reward for the medium and long term. The process provides a strong basis for responding to market conditions and increasing competitiveness by continually examining the use and introduction of new business techniques, processes, and technology.
1.5.1.1	F1	The organization has a process in place for the continual development of relationships with all supply chain partners.	CHANGED	1.5.1.1	F2	The organization has a processes and documented action plans in place for the continual development of relationships with supply chain partners.
1.5.1.2	F1	Documented action plans are in place to implement the continual development of relationships with all supply chain partners.	REMOVED			
1.5.1.3	F1	A formal method of analysis (e.g. Strengths Weaknesses Opportunities Threats [SWOT] analysis, Benchmarking) is used to assess all supply chain partners.	CHANGED	1.5.1.2	F1	A formal method of analysis (e.g. Strengths Weaknesses Opportunities Threats [SWOT] analysis, Benchmarking) is used to assess supply chain partners.
1.5.2		Requirement: There is a process in place to continually develop working relationships with other functions within the organization to ensure that overall business objectives are satisfied.	SAME	1.5.2		Requirement: There is a process in place to continually develop working relationships with other functions within the organization to ensure that overall business objectives are satisfied.
		Why is this important? Understanding, communicating, and satisfying the requirements of other functions are key elements for developing internal relationships in order to achieve business objectives and, ultimately, for improving external customer service. In a typical organization, other functions can be both an internal customer and a supplier. For example, Purchasing provides SCM with supplier purchase order information and SCM provides Purchasing with supplier performance metrics.	SAME			Why is this important? Understanding, communicating, and satisfying the requirements of other functions are key elements for developing internal relationships in order to achieve business objectives and, ultimately, for improving external customer service. In a typical organization, other functions can be both an internal customer and a supplier. For example, Purchasing provides SCM with supplier purchase order information and SCM provides Purchasing with supplier performance metrics.
1.5.2.1	F2	There are procedures and/or work instructions in place to identify, record, and communicate internal customer and supplier requirements.	SAME	1.5.2.1	F2	There are procedures and/or work instructions in place to identify, record, and communicate internal customer and supplier requirements.
1.5.2.2	F2	There is a process in place to continually develop working relationships between internal customers and suppliers. Internal customer satisfaction is measured, analyzed, and reviewed on a regular basis.	SAME	1.5.2.2	F2	There is a process in place to continually develop working relationships between internal customers and suppliers. Internal customer satisfaction is measured, analyzed, and reviewed on a regular basis.
2.1.1		Requirement: The organizational structure recognizes the importance within the business of supply chain management, SCM interfaces, and information and physical flows.	SAME	2.1.1		Requirement: The organizational structure recognizes the importance within the business of supply chain management, SCM interfaces, and information and physical flows.
		Why is this important? It is vital to gain a clear understanding of the organizational structure and processes in order to provide a solid foundation for achieving customer satisfaction, internal strategies and objectives, and continual improvement.	SAME			Why is this important? It is vital to gain a clear understanding of the organizational structure and processes in order to provide a solid foundation for achieving customer satisfaction, internal strategies and objectives, and continual improvement.
2.1.1.1	F1	The organizational structure is documented and regularly reviewed to ensure there is sufficient focus and resource for all SCM processes.	SAME	2.1.1.1	F1	The organizational structure is documented and regularly reviewed to ensure there is sufficient focus and resource for all SCM processes.
2.1.1.2	F1	Documentation exists (e.g. flow charts) describing the information flow of all SCM processes, including interfaces with customers, other internal functions, suppliers, subcontractors, and service providers.	SAME	2.1.1.2	F1	Documentation exists (e.g. flow charts) describing the information flow of all SCM processes, including interfaces with customers, other internal functions, suppliers, subcontractors, and service providers.

2.1.1.3	F1	Documentation exists (e.g. flow charts) describing the physical flow aspect of all SCM processes, including interfaces with customers, other internal functions, suppliers, subcontractors, and service providers.	REMOVED			
2.2.1		Requirement: SCM processes are documented and controlled in procedures and/or work instructions for key elements of the supply chain, including interfaces with customers, suppliers, and other internal/external partners.	SAME	2.2.1		Requirement: SCM processes are documented and controlled in procedures and/or work instructions for key elements of the supply chain, including interfaces with customers, suppliers, and other internal/external partners.
		Why is this important? Procedures and/or work instructions that employees can follow supports consistent, reliable and sustainable processes and can be used for training new and/or back up personnel. Effective procedures and/or work instructions define the purpose of the task, responsibilities, resources, and when, where and how the task is to be executed.	SAME			Why is this important? Procedures and/or work instructions that employees can follow supports consistent, reliable and sustainable processes and can be used for training new and/or back up personnel. Effective procedures and/or work instructions define the purpose of the task, responsibilities, resources, and when, where and how the task is to be executed.
2.2.1.1	F2	Procedures and/or work instructions are evaluated and reviewed at regular intervals to ensure compliance with the SCM vision, strategies, objectives, and processes.	SAME	2.2.1.1	F2	Procedures and/or work instructions are evaluated and reviewed at regular intervals to ensure compliance with the SCM vision, strategies, objectives, and processes.
2.2.1.2	F2	Procedures and/or work instructions documentation is controlled as defined within the organization's Quality Management System (e.g. ISO/TS 16949).	CHANGED	2.2.1.2	F2	Procedures and/or work instructions documentation is controlled as defined within the organization's Quality Management System (e.g. IATF 16949).
2.2.1.3	F2	Procedures and/or work instructions exist for customer interface aspects of the SCM process (e.g. SCM agreements, customer order planning, stock control, packaging procedures, and transport management).	SAME	2.2.1.3	F2	Procedures and/or work instructions exist for customer interface aspects of the SCM process (e.g. SCM agreements, customer order planning, stock control, packaging procedures, and transport management).
2.2.1.4	F1	Procedures and/or work instructions exist for internal aspects of the SCM process (e.g. assembly and production planning, material handling, stock control, and warehousing including MRO inventory).	SAME	2.2.1.4	F1	Procedures and/or work instructions exist for internal aspects of the SCM process (e.g. assembly and production planning, material handling, stock control, and warehousing including MRO inventory).
2.2.1.5	F1	Procedures and/or work instructions exist for the interface with suppliers and other partners in the supply chain process (e.g. performance assessment of all partners, receipt of material, stock control, and requirement calculations).	SAME	2.2.1.5	F1	Procedures and/or work instructions exist for the interface with suppliers and other partners in the supply chain process (e.g. performance assessment of all partners, receipt of material, stock control, and requirement calculations).
2.3.1		Requirement: A process exists to ensure that adequate resources are in place and that availability and flexibility are assured.	SAME	2.3.1		Requirement: A process exists to ensure that adequate resources are in place and that availability and flexibility are assured.
		Why is this important? It is essential that resources (e.g. employees, IT systems, equipment) are optimized and adaptable to meet the requirements of all SCM operations.	SAME			Why is this important? It is essential that resources (e.g. employees, IT systems, equipment) are optimized and adaptable to meet the requirements of all SCM operations.
2.3.1.1	F2	The organization has the ability to adapt its human resources in order to manage and balance workload (e.g. flexibility agreements, peak hours, absenteeism, and different industrial calendars) in compliance with customer requirements.	SAME	2.3.1.1	F2	The organization has the ability to adapt its human resources in order to manage and balance workload (e.g. flexibility agreements, peak hours, absenteeism, and different industrial calendars) in compliance with customer requirements.
2.3.1.2	F2	The organization conducts reviews periodically and/or at key events (e.g. new product introduction, significant changes in customer demand) to ensure sufficient resources (e.g. space and equipment) are allocated for all SCM processes.	SAME	2.3.1.2	F2	The organization conducts reviews periodically and/or at key events (e.g. new product introduction, significant changes in customer demand) to ensure sufficient resources (e.g. space and equipment) are allocated for all SCM processes.
2.3.1.3	F1	Manpower is evaluated on a regular basis to prevent the use of overtime as a long-term solution for staffing requirements.	SAME	2.3.1.3	F1	Manpower is evaluated on a regular basis to prevent the use of overtime as a long-term solution for staffing requirements.
2.3.2		Requirement: An internal communication process exists for notifying and reviewing any incidents or deviations from the supply plan.	SAME	2.3.2		Requirement: An internal communication process exists for notifying and reviewing any incidents or deviations from the supply plan.
		Why is this important? It is important to communicate potential disruptions or deviations from the supply plan with all relevant internal parties so that the extent of any problems can be assessed, contained, and an interim plan established to mitigate or minimize the impact.	SAME			Why is this important? It is important to communicate potential disruptions or deviations from the supply plan with all relevant internal parties so that the extent of any problems can be assessed, contained, and an interim plan established to mitigate or minimize the impact.
2.3.2.1	F1	There is a process in place to formally review and communicate deviations from the supply plan (e.g. scheduling changes, quality issues) to all relevant parties (e.g. formal meetings, reports, documented alerts of part shortages).	SAME	2.3.2.1	F2	There is a process in place to formally review and communicate deviations from the supply plan (e.g. scheduling changes, quality issues) to all relevant parties (e.g. formal meetings, reports, documented alerts of part shortages).
2.4.1		Requirement: A process exists for the control and continual improvement of the work environment.	SAME	2.4.1		Requirement: A process exists for the control and continual improvement of the work environment.
		Why is this important? People are the organization's main asset. Management is responsible for providing safe and healthy working conditions. The environment should provide a forum for effective communication through all levels of the organization.	SAME			Why is this important? People are the organization's main asset. Management is responsible for providing safe and healthy working conditions. The environment should provide a forum for effective communication through all levels of the organization.
2.4.1.1	F2	The well-being of personnel should be in compliance with customer requirements for all classes of employee (e.g. hourly, salaried, temporary).	CHANGED	2.4.1.1	F2	The working environment should be in compliance with the customers corporate social responsibilities.
2.4.1.2	F2	The organization performs regular reviews to ensure compliance with all applicable safety and environmental regulations.	CHANGED	2.4.1.2	F2	The organization performs regular reviews to ensure compliance with all applicable health and safety rules.
2.4.1.3	F1	Management is actively engaged in improving the work environment (e.g. 5S/C program, ergonomic principles).	CHANGED	2.4.1.3	F1	Management is actively engaged in improving the work environment (e.g. 5S program, ergonomic principles).
2.4.2		Requirement: The roles, responsibilities, skills, and qualifications in each job function within the SCM department are clearly defined and documented.	CHANGED	2.4.2		Requirement: The roles and responsibilities for each job function within the SCM department are clearly defined and documented.
		Why is this important? Clearly defined roles and responsibilities identify ownership of issues, improve customer satisfaction, and reduce the risk of conflict. Identifying the required skills and qualifications assists human resources in selecting qualified candidates and is the basis for assessing employee competency and training needs.	CHANGED			Why is this important? Clearly defined roles and responsibilities identify ownership of issues, improve customer satisfaction, and reduce the risk of conflict.
2.4.2.1	F1	Job descriptions for each job function within the SCM department are documented with clearly defined roles and responsibilities, including internal, customer, industry, and government/international requirements. Job descriptions are reviewed regularly and updated as required.	CHANGED	2.4.2.1	F2	Job descriptions for each job function within the SCM department are documented with clearly defined roles and responsibilities. Where applicable job descriptions should reference internal, customer, industry, and government/international requirements. Job descriptions are reviewed regularly and updated as required.
2.4.2.2	F1	The skills and qualifications required for each job function within the SCM department are documented.	CHANGED	2.4.2.2	F2	Standardized work sheets are made available for all SCM personnel. (e.g. - a) presented in the language(s) understood by the personnel responsible to follow them; b) include rules for operator safety)
2.4.2.3	F1	Job descriptions identify back-up responsibilities for key tasks.	REMOVED			
2.4.3		Requirement: There is a process in place to identify current and required skills for each position and function within the SCM department.	SAME	2.4.3		Requirement: There is a process in place to identify current and required skills for each position and function within the SCM department.
		Why is this important? Employee competence within the organization is important to ensure compliance with internal, customer, industry, and government/ international requirements. Understanding the competence gap is important to continually improve the capability and strength of the organization.	CHANGED			Why is this important? Identifying the required skills and qualifications assists human resources in selecting qualified candidates and is the basis for assessing employee competency and training needs. Understanding the competence gap is important to continually improve the capability and strength of the organization.
			MOVED	2.4.3.1	F1	The skills and qualifications required for each job function within the SCM department are documented.
2.4.3.1	F1	The effectiveness of each job function and the current competency of each employee within the SCM department has been documented.	SAME	2.4.3.2	F1	The effectiveness of each job function and the current competency of each employee within the SCM department has been documented.
2.4.3.2	F1	There are procedures and/or work instructions for identifying training needs based on a gap analysis of current versus required competency.	SAME	2.4.3.3	F1	There are procedures and/or work instructions for identifying training needs based on a gap analysis of current versus required competency.
2.4.4		Requirement: There is a process in place to identify current and required skills for each position and function within the SCM department.	CHANGED	2.4.4		Requirement: A training and development plan exists for each employee in the SCM department.
		Why is this important? A flexible and effective organization requires competent and knowledgeable personnel to support both internal and external customer-specific requirements.	SAME			Why is this important? A flexible and effective organization requires competent and knowledgeable personnel to support both internal and external customer-specific requirements.
2.4.4.1	F2	There is a process in place to ensure that sufficient, fully trained employees are in place for all job functions including primary, new hires, contract, third party, relief coverage, and back-ups.	SAME	2.4.4.1	F2	There is a process in place to ensure that sufficient, fully trained employees are in place for all job functions including primary, new hires, contract, third party, relief coverage, and back-ups.
2.4.4.2	F1	Training objectives are clearly defined within the SCM strategy, understood by all employees concerned, and monitored by management.	REMOVED			
2.4.4.3	F1	Individual development plans exist for each employee including education opportunities. The organization regularly assesses development opportunities through internal, external, customer, and industry resources.	SAME	2.4.4.2	F1	Individual development plans exist for each employee including education opportunities. The organization regularly assesses development opportunities through internal, external, customer, and industry resources.
2.4.4.4	F1	Training plans are documented, regularly reviewed, and revised at a minimum once a year. The organization regularly assesses internal/external training requirements. The assessment process includes reviewing procedures, work instructions, business systems, industry resources, customer websites, manuals, and contracts.	CHANGED	2.4.4.3	F1	There is a training management process in place. Training objectives are clearly defined within the SCM organization. Training plans are implemented and reviewed. There is a process in place to monitor the effectiveness of the training on a regular basis.
2.4.4.5	F1	There is a process between employee and management to monitor the effectiveness of training and/or development plans at regular intervals (minimum once a year) and amend accordingly.	REMOVED			

2.4.5		Requirement: A process is in place to assess and improve employee motivation and performance within the SCM function.	SAME	2.4.5		Requirement: A process is in place to assess and improve employee motivation and performance within the SCM function.
		Why is this important? Managers should provide feedback on the employee's performance in order to recognize outstanding achievement and/or to take corrective actions when improvement is needed. The appraisal process is also an opportunity for the manager and employee to discuss issues that could improve performance in the entire organization.	SAME			Why is this important? Managers should provide feedback on the employee's performance in order to recognize outstanding achievement and/or to take corrective actions when improvement is needed. The appraisal process is also an opportunity for the manager and employee to discuss issues that could improve performance in the entire organization.
2.4.5.1	F1	The performance of the organization and SCM function is communicated to employees on a regular basis.	SAME	2.4.5.1	F1	The performance of the organization and SCM function is communicated to employees on a regular basis.
2.4.5.2	F1	There is a regular (minimum once a year) performance review process with the employee that includes an evaluation of their performance against department and the organization's objectives. Opportunities for professional development may also be discussed.	SAME	2.4.5.2	F1	There is a regular (minimum once a year) performance review process with the employee that includes an evaluation of their performance against department and the organization's objectives. Opportunities for professional development may also be discussed.
2.4.5.3	F1	There is a process to develop action plans as a result of improvement opportunities and training needs that have been identified during the appraisal review.	SAME	2.4.5.3	F1	There is a process to develop action plans as a result of improvement opportunities and training needs that have been identified during the appraisal review.
2.5.1		Requirement: A risk management process is in place to ensure continuity of supplies when the organization is required to deviate from normal operations.	CHANGED	2.5.1		Requirement: The organization's top management ensures that a risk management process is in place to assure continuity of supply when it is required to deviate from normal operations.
		Why is this important? An active risk management process and associated response and recovery plans will ensure the organization's and customer's requirements are supported during a deviation or disruption from normal business processes. The process should mitigate the risk for both planned (e.g. tool/equipment maintenance, IT system updates, tool/equipment move) and unplanned (e.g. computer/communication failures, industrial disputes, transport and production disruption) events.	CHANGED			Why is this important? An active risk management process and associated response and recovery plans will ensure the organization's and customer's requirements are supported during a deviation or disruption from normal business processes. The process should mitigate the risk for both planned (e.g. tool/equipment maintenance, IT system updates, tool/equipment move, engineering changes) and unplanned (e.g. computer/communication failures, industrial disputes, transport and production disruption) events.
2.5.1.1	F3	A documented risk assessment process shall be in place to identify areas within the supply chain process that could affect the ability to meet the customer's requirements in the event of a deviation from the normal business process. This could include EDI, transportation, packaging, equipment failure, etc.	CHANGED	2.5.1.1	F3	A documented risk assessment process shall be in place to identify areas within the supply chain process that could affect the ability to meet the customer's requirements in the event of a deviation from the normal business process. This could include EDI, transportation, packaging, equipment failure, natural disasters, geopolitical event etc.
			NEW	2.5.1.2	F3	The organization shall develop policies regarding supply chain cyber security threats. Typical supply chain cyber security activities for minimizing risks include buying only from trusted vendors, disconnecting critical machines from outside networks, and educating users on the threats and protective measures they can take, etc.
2.5.1.3	F1	The organization's risk assessment process prioritizes which processes should be documented within the contingency/back-up procedures based on probability of occurrence, severity of the impact, etc.	CHANGED	2.5.1.3	F2	The organization's risk assessment process prioritizes which processes should be documented within the contingency/back-up procedures based on probability of occurrence, severity of the impact, etc. The process could include the use of analytic tools as appropriate.
2.5.1.2	F1	The organization proactively manages and reduces the level of risk identified during the assessment and prioritization process.	CHANGED	2.5.1.4	F1	The organization proactively manages and reduces the level of risk identified during the assessment and prioritization process. (e.g. amends existing cyber security plan based on latest prevention tools and techniques)
2.5.2		Requirement: Back-up/contingency plans for high-risk SCM processes are in place to ensure continuity of supply and a return to normal operations.	CHANGED	2.5.2		Requirement: Back-up/contingency plans for high-risk and/or high impact SCM processes based on the risk assessment (e.g. EDI systems, equipment, transportation, troubled suppliers) are in place to ensure continuity of supply and a return to normal operations.
		Why is this important? Back-up and contingency plans are critical to ensure continuity in the event of any deviation from the normal business process. A robust contingency plan defines the steps required to return to normal business operations, including a process to recover lost production and/or data. The effectiveness of contingency plans also relies on the organization communicating key instructions to its supply chain partners to ensure they understand their role in the successful execution of recovery plans.	SAME			Why is this important? Back-up and contingency plans are critical to ensure continuity in the event of any deviation from the normal business process. A robust contingency plan defines the steps required to return to normal business operations, including a process to recover lost production and/or data. The effectiveness of contingency plans also relies on the organization communicating key instructions to its supply chain partners to ensure they understand their role in the successful execution of recovery plans.
2.5.2.1	F3	The organization's back-up/contingency plans shall be documented and shall include, as a minimum, key internal/external contacts, containment actions, recovery steps to return to normal operations, and the identification of key personnel responsible for execution.	CHANGED	2.5.2.1	F3	The organization's back-up/contingency plans, based on the risk assessment, shall be documented and shall include, as a minimum, key internal/external contacts, containment actions, recovery steps to return to normal operations, and the identification of key personnel responsible for execution.
2.5.2.2	F3	The organization periodically reviews, tests, and validates its back-up/contingency plans or procedures and all relevant personnel are trained to ensure a successful execution.	SAME	2.5.2.2	F3	The organization periodically reviews, tests, and validates its back-up/contingency plans or procedures and all relevant personnel are trained to ensure a successful execution.
2.5.2.3	F2	In the event that a deviation or disruption occurs, the organization evaluates the effectiveness of the back-up/contingency plans and incorporates lessons learned as necessary.	CHANGED	2.5.2.3	F2	In the event that a deviation or disruption occurs, the organization evaluates the effectiveness of the back-up/contingency plans and incorporates lessons learned and/or corrective actions as necessary.
			NEW	2.5.2.4	F2	As a part of risk assessment and contingency planning, the organization maps its supply base in order to quickly communicate in the event of a natural disaster, geo-political risk (e.g. trade war), port closure, etc.
2.5.2.4	F1	The organization has a process to identify, document, review, and update key SCM processes that require specific instructions to be communicated to its suppliers on how to respond to deviations or disruptions from normal business processes (e.g., alternative transportation, packaging, labeling instructions).	CHANGED	2.5.2.5	F1	The organization has a process to update its own SCM processes that require specific instructions to be communicated to its suppliers, so they are able to respond to deviations or disruptions from normal business processes (e.g., alternative transportation, packaging, labeling instructions).
3.1.1		Requirement: The SCM function shall formally participate in, and sign off on, the Product Realization process (e.g. new product, engineering changes).	SAME	3.1.1		Requirement: The SCM function shall formally participate in, and sign off on, the Product Realization process (e.g. new product, engineering changes).
		Why is this important? The material organization is involved in each stage (e.g. quoting, engineering) of the Product Realization process (e.g. new product, engineering changes) to ensure that supply chain issues are addressed and parts are available for all phases of production (e.g. prototypes, preproduction, production).	SAME			Why is this important? The material organization is involved in each stage (e.g. quoting, engineering) of the Product Realization process (e.g. new product, engineering changes) to ensure that supply chain issues are addressed and parts are available for all phases of production (e.g. prototypes, preproduction, production).
3.1.1.1	F3	The SCM function shall participate in the Product Realization process (e.g. new product, engineering changes) to ensure that all material planning and logistics requirements are addressed and all changes that affect the supply process are planned, executed, and communicated in a synchronized manner (e.g. capacity, bill of material [BOM], routings, effectivity dates, supplier notification, scheduling, shipping). Back-up plans shall be in place to ensure continuity of supply.	CHANGED	3.1.1.1	F3	The SCM function shall participate in the Product Realization process (e.g. new product, engineering changes) to ensure that all material planning and logistics requirements are considered (e.g. capacity, bill of material [BOM], routings, effectivity dates, supplier notification, scheduling, shipping).
3.1.1.2	F2	The SCM function participates in the review process for proposed engineering change (e.g. request for quote) to evaluate the impact on capacity, manufacturing operations, material flow, and delivery.	SAME	3.1.1.2	F2	The SCM function participates in the review process for proposed engineering change (e.g. request for quote) to evaluate the impact on capacity, manufacturing operations, material flow, and delivery.
3.1.1.3	F2	There are procedures and/or work instructions in place for Product Realization (e.g. new product, engineering changes). The process is reviewed on a regular basis for effectiveness and potential improvements.	SAME	3.1.1.3	F2	There are procedures and/or work instructions in place for Product Realization (e.g. new product, engineering changes). The process is reviewed on a regular basis for effectiveness and potential improvements.
3.1.1.4	F1	All internal and external stakeholders (e.g. Engineering, Production, suppliers, customer) are represented in the review process for Product Realization and Engineering Changes. The results are communicated to all stakeholders.	SAME	3.1.1.4	F1	All internal and external stakeholders (e.g. Engineering, Production, suppliers, customer) are represented in the review process for Product Realization and Engineering Changes. The results are communicated to all stakeholders.
3.2.1		Requirement: The organization shall perform a comparison of its resources against the customer's short-, medium-, and long-term requirements for both production and service/spare parts. A process shall be in place that ensures prompt communication to the customer of any risk that could affect their operations.	SAME	3.2.1		Requirement: The organization shall perform a comparison of its resources against the customer's short-, medium-, and long-term requirements for both production and service/spare parts. A process shall be in place that ensures prompt communication to the customer of any risk that could affect their operations.
		Why is this important? A major goal of the planning system is to review customer requirements far enough in advance to ensure sufficient resources are in place and to detect potential problems in meeting the demand for both production and service/spare parts. This process must occur in a timeframe that allows for corrective action and minimizes the impact to the customer.	SAME			Why is this important? A major goal of the planning system is to review customer requirements far enough in advance to ensure sufficient resources are in place and to detect potential problems in meeting the demand for both production and service/spare parts. This process must occur in a timeframe that allows for corrective action and minimizes the impact to the customer.
3.2.1.1	F3	There shall be procedures and/or work instructions in place to review resources (e.g. employees, equipment) upon receipt of the production and service/spare forecasts (e.g. 830/DELFOR/planning release) and notify the customer of any limitations in meeting the requirements.	SAME	3.2.1.1	F3	There shall be procedures and/or work instructions in place to review resources (e.g. employees, equipment) upon receipt of the production and service/spare parts forecasts (e.g. 830/DELFOR/planning release) and notify the customer of any limitations in meeting the requirements.
3.2.1.2	F3	There shall be procedures and/or work instructions in place to review resources upon receipt of production and service/spare shipping schedules (e.g. 862/DELJIT, 866/DELJIT/sequenced schedule) and to notify the customer of any limitations in meeting the requirements.	SAME	3.2.1.2	F3	There shall be procedures and/or work instructions in place to review resources upon receipt of production and service/spare parts shipping schedules (e.g. 862/DELJIT, 866/DELJIT/sequenced schedule) and to notify the customer of any limitations in meeting the requirements.

3.2.1.3	F3	The SCM function shall participate in the capacity management process throughout the product life cycle. The customer's requirements regarding capacity planning management and communication are understood, incorporated, managed, and reviewed regularly including: customer/supplier contracted volumes, capacity planning systems, logistics, storage, container fleet size, etc.	CHANGED	3.2.1.3	F3	The SCM function shall participate in the capacity management process throughout the product life cycle. The customer's requirements regarding capacity planning management and communication are understood, incorporated, managed, and reviewed regularly. (e.g.: customer/supplier contracted volumes, capacity planning systems, logistics, storage, container fleet size).
3.2.1.4	F1	Resources for administrative (e.g. receiving, planning, and dispatch) and physical (e.g. loading, unloading of trucks) operations within the SCM function, including time and cost, are reviewed and incorporated in the capacity planning process.	SAME	3.2.1.4	F1	Resources for administrative (e.g. receiving, planning, and dispatch) and physical (e.g. loading, unloading of trucks) operations within the SCM function, including time and cost, are reviewed and incorporated in the capacity planning process.
3.2.2		Requirement: The organization's capacity planning process has the capability to ensure that the Product Approval Process (PAP) requirements are available in a timely manner to support customer requirements.	CHANGED	3.2.2		Requirement: The organization's capacity planning process has the capability to ensure that the Production Part Approval Process (PPAP) requirements are available in a timely manner to support customer requirements.
		Why is this important? The organization's capacity planning process should account for production, service, and PAP requirements, to ensure that all requirements are met.	CHANGED			Why is this important? The organization's capacity planning process should account for production, service, and PPAP requirements, to ensure that all requirements are met.
3.2.2.1	F1	PAP requirements are incorporated into the capacity planning process and scheduled accordingly.	CHANGED	3.2.2.1	F1	PPAP requirements are incorporated into the capacity planning process and scheduled accordingly.
3.2.2.2	F1	There is a process to ensure continuity of supply of the current part (e.g. inventory buffer) and to provide sufficient capacity for the development, production, and evaluation of new or replacement parts.	SAME	3.2.2.2	F1	There is a process to ensure continuity of supply of the current part (e.g. inventory buffer) and to provide sufficient capacity for the development, production, and evaluation of new or replacement parts.
3.2.2.3	F1	Cross-functional PAP reviews are held on a regular basis to resolve issues with meeting customer requirements. Participants should include appropriate personnel from each department (e.g. Scheduling, Production, Material Control, Engineering).	CHANGED	3.2.2.3	F1	Cross-functional PPAP reviews are held on a regular basis to resolve issues with meeting customer requirements. Participants should include appropriate personnel from each department (e.g. Scheduling, Production, Material Control, Engineering).
3.2.3		Requirement: The capacity planning process includes the review and management of running changes and "phase-out" parts.	CHANGED	3.2.3		Requirement: The capacity planning process includes the review and management of running changes and phase-out parts.
		Why is this important? The proper management of running changes and "phase-out" parts avoids unnecessary cost such as the purchase and/or overproduction of materials that would be obsolete.	CHANGED			Why is this important? The proper management of running changes and phase-out parts avoids unnecessary cost such as the purchase and/or overproduction of materials that would be obsolete.
3.2.3.1	F2	A process is in place to identify running changes and "phase-out" parts, ensuring sufficient lead time to manage and communicate within the entire supply chain (e.g. customer, suppliers, subcontractors, and service providers).	CHANGED	3.2.3.1	F2	A process is in place to manage running changes and phase-out parts, to ensure sufficient lead time to communicate within the entire supply chain (e.g. customer, suppliers, subcontractors, and service providers).
3.2.3.2	F1	The capacity planning process incorporates the customer's fabrication and material authorizations for "phase-out" parts so that the production planning system generates forecast and shipping requirements in accordance with customer requirements.	SAME	3.2.3.2	F1	The capacity planning process incorporates the customer's fabrication and material authorizations for phase-out parts so that the production planning system generates forecast and shipping requirements in accordance with customer requirements.
3.2.4		Requirement: As requirements for current production end and change to service/spare parts only, there is a process in place for SCM agreements to be reviewed and revised, as necessary, for operational parameters, packaging, and logistics.	SAME	3.2.4		Requirement: As requirements for current production end and change to service/spare parts only, there is a process in place for SCM agreements to be reviewed and revised, as necessary, for operational parameters, packaging, and logistics.
		Why is this important? The organization recognizes that service/spare parts are equally as important as current production parts and should be managed to ensure all customer requirements are satisfied. The availability of service/spare parts also minimizes the inconvenience to the consumer whose vehicle is being serviced.	SAME			Why is this important? The organization recognizes that service/spare parts are equally as important as current production parts and should be managed to ensure all customer requirements are satisfied. The availability of service/spare parts also minimizes the inconvenience to the consumer whose vehicle is being serviced.
3.2.4.1	F2	When requirements for current production end and change to service/spare parts only, there is a procedure and/or work instruction in place to ensure the contents of a Supply Chain Management (SCM) agreement (e.g., lead time, minimum order quantity, packaging, logistics) are reviewed and revised.	SAME	3.2.4.1	F2	When requirements for current production end and change to service/spare parts only, there is a procedure and/or work instruction in place to ensure the contents of a Supply Chain Management (SCM) agreement (e.g., lead time, minimum order quantity, packaging, logistics) are reviewed and revised.
3.2.4.2	F1	As parts are moved from current production to service, purchase orders and other documents related to service/spare parts are reviewed to ensure customer requirements are met. Documented agreements (e.g. purchase order, Requirement of work, SCM agreement) are in place to ensure the supply of service/spare parts meets customer requirements.	SAME	3.2.4.2	F1	As parts are moved from current production to service, purchase orders and other documents related to service/spare parts are reviewed to ensure customer requirements are met. Documented agreements (e.g. purchase order, Requirement of work, SCM agreement) are in place to ensure the supply of service/spare parts meets customer requirements.
3.2.4.3	F1	The planning horizon and operational parameters (e.g. minimum order quantity, standard pack size, lead time) for service/spare parts are incorporated into the planning system to ensure customer requirements are met.	SAME	3.2.4.3	F1	The planning horizon and operational parameters (e.g. minimum order quantity, standard pack size, lead time) for service/spare parts are incorporated into the planning system to ensure customer requirements are met.
3.3.1		Requirement: A process shall exist to plan production requirements and to maintain the parameters of the production planning system.	SAME	3.3.1		Requirement: A process shall exist to plan production requirements and to maintain the parameters of the production planning system.
		Why is this important? An effective production planning process integrates customer requirements with key operational parameters to support on-time delivery to the customer. The resulting plan should be both realistic and attainable.	SAME			Why is this important? An effective production planning process integrates customer requirements with key operational parameters to support on-time delivery to the customer. The resulting plan should be both realistic and attainable.
3.3.1.1	F3	The production planning system shall incorporate customer requirements when generating production schedules (e.g. automated processing of customer data, net change report).	CHANGED	3.3.1.1	F3	The production planning and scheduling system shall automatically integrate customer requirements when generating production schedules. It includes error checking and validation throughout the process (e.g. invalid part number, purchase order or customer site, cumulative quantity disagreement, incorrect customer set-up, inventory levels, efficiency factor, production time, due date).
3.3.1.2	F3	Operational parameters (e.g. transport time, lead times, inventory levels, packaging) and internal production requirements (e.g. supplier constraints, scrap rates, set-up times) shall be integrated into the planning and production schedules.	SAME	3.3.1.2	F3	Operational parameters (e.g. transport time, lead times, inventory levels, packaging) and internal production requirements (e.g. supplier constraints, scrap rates, set-up times) shall be integrated into the planning and production schedules.
			NEW	3.3.1.3	F2	The impact of requirement changes on the production plan is reviewed in a timely manner.
3.3.1.3	F1	The operational parameters (e.g. transport time, lead times, inventory levels, packaging) for "phase-out" parts are reviewed and adjusted to avoid production over-runs.	SAME	3.3.1.4	F1	The operational parameters (e.g. transport time, lead times, inventory levels, packaging) for "phase-out" parts are reviewed and adjusted to avoid production over-runs.
3.3.1.4	F1	The operational parameters are integrated automatically into the planning and production systems (e.g. MRP, ERP).	REMOVED			
3.3.1.5	F1	The production planning system is synchronized with all relevant internal (e.g. financial reporting, shipping, timekeeping) and external (e.g. supplier schedules, lead logistics providers) systems.	REMOVED			
3.3.1.6	F1	The operational parameters (e.g. scrap rate, set-up time, lot size, etc.) are reviewed and approved at planned intervals.	SAME	3.3.1.5	F1	The operational parameters (e.g. scrap rate, set-up time, lot size, etc.) are reviewed and approved at planned intervals.
3.3.2		Requirement: The internal production planning process supports lean manufacturing through the use of pull systems that regulate the flow of material in a manufacturing process.	SAME	3.3.2		Requirement: The internal production planning process supports lean manufacturing through the use of pull systems that regulate the flow of material in a manufacturing process.
		Why is this important? Pull systems/Kanban control the flow of resources in a production process. They are demand driven production schedules based on consumption rather than forecasting. Implementing pull systems can help the organization to eliminate waste in handling and storing, and delivering product to the customer on time.	SAME			Why is this important? Pull systems/Kanban control the flow of resources in a production process. They are demand driven production schedules based on consumption rather than forecasting. Implementing pull systems can help the organization to eliminate waste in handling and storing, and delivering product to the customer on time.
3.3.2.1	F1	Pull system concepts (e.g. Kanban, min-max) are used within the shop floor production planning process.	SAME	3.3.2.1	F1	Pull system concepts (e.g. Kanban, min-max) are used within the shop floor production planning process.
3.3.2.2	F1	A process exists that uses forecast demand in the design of the pull system (e.g. Kanban loop and lot sizes) and the parameters are reviewed at appropriate intervals.	SAME	3.3.2.2	F1	A process exists that uses forecast demand in the design of the pull system (e.g. Kanban loop and lot sizes) and the parameters are reviewed at appropriate intervals.
3.3.2.3	F1	The pull planning process extends to suppliers.	SAME	3.3.2.3	F1	The pull planning process extends to suppliers.
3.4.1		Requirement: Customer order information shall be transferred and integrated automatically into the organization's planning and scheduling systems.	CHANGED	3.4.1		Requirement: The organization has the capability to electronically receive delivery forecasts and shipping schedules using customer specified web-based tools (e.g. EDI, Web EDI, Web Portal).
		Why is this important? Receipt and integration of electronic communication is in accordance with automotive industry guidelines (e.g. AIAG/Odette) and any customer-specific requirements.	CHANGED			Why is this important? Electronic transfer of data eliminates manual data entry errors and increases efficiency by conveying schedule information more quickly through the supply chain, thus reducing reaction time and cost. The reduction of administrative tasks (e.g. re-keying customer schedules) allows resources to be more productive by working on other value-added activities.
3.4.1.1	F3	Customer order information as well as internal production requirements shall be automatically integrated into the organization's planning and scheduling systems including error checking/validation (e.g. invalid part number, purchase order or customer site, cumulative quantity disagreement, incorrect customer set-up).	CHANGED	3.4.1.1	F3	The organization has the capability to automatically integrate delivery forecasts (e.g. 830/DELFOR/planning releases) into the planning system, when available electronically from the customer. The automatic integration includes all sites involved in the manufacturing and shipping process to the customer, including warehousing and 3rd party facilities.

			CHANGED	3.4.1.2	F3	The organization has the capability to automatically integrate delivery requirements (e.g. 862/DELJIT/shipping schedules, 866/DELJIT/sequenced shipping schedules) into the planning system, when available electronically from the customer. The automatic integration includes all sites involved in the manufacturing and shipping process to the customer, including warehousing and 3rd party facilities.
			NEW	3.4.2		Requirement: After integrating the customer order information and internal production requirements, the organization's planning and scheduling systems automatically generates supplier schedules.
			NEW	3.4.2		Why is this important? Collecting customer and internal requirements in an integrated system, along with strong controls, should be driving the planning and scheduling process.
			NEW	3.4.2.1	F2	The production planning system automatically generates supplier schedules.
			NEW	3.4.2.2	F1	The operational parameters (e.g. transport time, lead times, inventory levels, packaging) are integrated automatically into the planning and production systems (e.g. MRP, ERP).
			NEW	3.4.2.3	F1	The production planning system is synchronized with all relevant internal (e.g. financial reporting, shipping, timekeeping) and external (e.g. supplier schedules, lead logistics providers) systems.
3.4.2		Requirement: The organization sets the timing of the Material Requirements Planning (MRP) system process to coincide with the receipt of the customer requirements.	CHANGED	3.4.3		Requirement: The Material Requirements Planning (MRP) incorporates the latest customer requirement into the production planning system.
		Why is this important? The MRP system should calculate schedules (e.g. production, shipping, supplier) based on the most current information available from the customer to ensure that any changes are processed in a timely manner.	SAME			Why is this important? The MRP system should calculate schedules (e.g. production, shipping, supplier) based on the most current information available from the customer to ensure that any changes are processed in a timely manner.
3.4.2.1	F2	The impact of requirement changes on the production plan is reviewed in a timely manner.	CHANGED	3.4.3.1	F3	The organization sets the timing and frequency of the Material Requirements Planning (MRP) system process to ensure most recent / optimum customer requirements are used.
4.1.1		Requirement: The communication processes are defined and agreed between the customer and the organization. The methods of communication are documented and readily available, fully operational, and sustained between parties.	SAME	4.1.1		Requirement: The communication processes are defined and agreed between the customer and the organization. The methods of communication are documented and readily available, fully operational, and sustained between parties.
		Why is this important? The methods of communication for day-to-day operations should be fully defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict. Ideally, the communication process should be defined in a materials management and logistics agreement (e.g. AIAG/Odette Global Materials Management and Logistics Agreement [GMMLA]).	SAME			Why is this important? The methods of communication for day-to-day operations should be fully defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict. Ideally, the communication process should be defined in a materials management and logistics agreement (e.g. AIAG/Odette Global Materials Management and Logistics Agreement [GMMLA]).
4.1.1.1	F2	There are procedures and/or work instructions that define the responsibilities, frequency, and content of communication with the customer. Communication requirements could be found in SCM agreements, supplier manuals, customer websites, etc.	SAME	4.1.1.1	F2	There are procedures and/or work instructions that define the responsibilities, frequency, and content of communication with the customer. Communication requirements could be found in SCM agreements, supplier manuals, customer websites, etc.
4.1.1.2	F2	The customer's requirements are understood (e.g. schedule adherence, routing instructions, ASN performance), reviewed regularly, and communicated to the appropriate personnel.	SAME	4.1.1.2	F2	The customer's requirements are understood (e.g. schedule adherence, routing instructions, ASN performance), reviewed regularly, and communicated to the appropriate personnel.
4.1.1.3	F1	The organization provides its customer with a contact list, in their preferred format, that supports customer operations as required by the customer, including 24 hours/7 days support. The contact list comprises name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function. The contact is able to communicate in the customer's preferred business language.	CHANGED	4.1.1.3	F1	The organization provides its customer with a contact list that supports customer operations as required, including 24 hours/7 days support. The contact list comprises name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function. The contact is able to communicate in the customer's preferred business language.
4.1.1.4	F1	The organization maintains a customer contact list that should include name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function.	SAME	4.1.1.4	F1	The organization maintains a customer contact list that should include name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function.
4.1.1.5	F1	There is a documented process for reviewing and updating all contact lists (e.g. internal contact lists, customer contact lists) at regular intervals.	SAME	4.1.1.5	F1	There is a documented process for reviewing and updating all contact lists (e.g. internal contact lists, customer contact lists) at regular intervals.
4.1.2		Requirement: The organization has the capability to electronically receive delivery forecasts and requirements via traditional EDI or web-based tools.	CHANGED			
		Why is this important? Electronic transfer of data eliminates manual data entry errors and increases efficiency by conveying schedule information more quickly through the supply chain, thus reducing reaction time and cost. The reduction of administrative tasks (e.g. re-keying customer schedules) allows resources to be more productive by working on other value-added activities.	CHANGED			
4.1.2.1	F3	The organization has the capability to automatically integrate delivery forecasts (e.g. 830/DELFOR/planning releases) into the planning system, when available electronically from the customer. The automatic integration includes all sites involved in the manufacturing and shipping process to the customer, including warehousing and 3rd party facilities.	CHANGED			
4.1.2.2	F3	The organization has the capability to automatically integrate delivery requirements (e.g. 862/DELJIT/shipping schedules, 866/DELJIT/sequenced shipping schedules) into the planning system, when available electronically from the customer. The automatic integration includes all sites involved in the manufacturing and shipping process to the customer, including warehousing and 3rd party facilities.	CHANGED			
4.1.3		Requirement: The organization shall have a process to immediately communicate any potential problems that could impact the customer's operation, including a proposed corrective action.	SAME	4.1.2		Requirement: The organization shall have a process to immediately communicate any potential problems that could impact the customer's operation, including a proposed corrective action.
		Why is this important? Notifying the customer immediately provides the parties with the opportunity to collaborate on a mutually acceptable solution to prevent interruptions in the delivery process.	SAME	4.1.2		Why is this important? Notifying the customer immediately provides the parties with the opportunity to collaborate on a mutually acceptable solution to prevent interruptions in the delivery process.
4.1.3.1	F3	The organization shall use all customer's business systems as required (e.g. inventory management, container management, capacity planning, supplier portals).	SAME	4.1.2.1	F3	The organization shall use all customer's business systems as required (e.g. inventory management, container management, capacity planning, supplier portals).
4.1.3.2	F3	There shall be documented procedures and/or work instructions in place to notify the customer and respond immediately to any situation that could negatively impact the customer's operation, whether originated by the organization, customer, supplier, logistics provider, subcontractor, or other service providers.	CHANGED	4.1.2.2	F3	There shall be documented procedures and/or work instructions in place to notify the customer and respond immediately to any situation that could negatively impact the customer's operation, whether originated by the organization, customer, supplier, logistics provider, subcontractor, or other service providers. This process should include a) on what it will communicate; b) when to communicate; c) with whom to communicate; d) how to communicate; e) who communicates.
4.1.3.3	F3	Deviations from customer requirements (e.g. quantity, transportation mode, packaging) shall be resolved with the appropriate customer contact prior to shipment time.	SAME	4.1.2.3	F3	Deviations from customer requirements (e.g. quantity, transportation mode, packaging) shall be resolved with the appropriate customer contact prior to shipment time.
4.2.1		Requirement: The organization shall have a process in place that ensures packaging solutions are agreed by all involved parties and that the labeling meets the customer's specification.	SAME	4.2.1		Requirement: The organization shall have a process in place that ensures packaging solutions are agreed by all involved parties and that the labeling meets the customer's specification.
		Why is this important? Packaging and labeling solutions should support the efficient flow and identification of material. Effective packaging facilitates efficient storage, transportation, and accessibility of parts while providing protection and preventing deterioration. Labeling allows for visual identification of material and supports automated data entry, thus increasing the accuracy of data into the production planning and inventory management systems.	SAME	4.2.1		Why is this important? Packaging and labeling solutions should support the efficient flow and identification of material. Effective packaging facilitates efficient storage, transportation, and accessibility of parts while providing protection and preventing deterioration. Labeling allows for visual identification of material and supports automated data entry, thus increasing the accuracy of data into the production planning and inventory management systems.

4.2.1.1	F3	The organization shall have a process in place to develop and define labeling and packaging solutions for standard and back-up packaging, including pack size, in conjunction with all involved parties and before the start of production.	CHANGED	4.2.1.1	F3	The organization shall have a documented process to develop and define labeling and packaging solutions for standard and back-up packaging, including pack size, in conjunction with all involved parties and before the start of production. The process should define whether packaging is supplied by the customer or supplier.
4.2.1.2	F2	There is a process in place to validate the packaging and labeling solution with all involved parties prior to the start of regular production (e.g. at the pre-production and PPAP stage). The process includes a formal sign-off with the customer.	CHANGED	4.2.1.2	F2	There is a process in place to validate the packaging and labeling solution with all involved parties prior to the start of regular production (e.g. at the pre-production and PPAP stage). The process includes a formal sign-off with the customer.
4.2.1.3	F2	The organization periodically conducts a physical review of shipments to ensure compliance with defined packaging and labeling requirements.	SAME	4.2.1.3	F2	The organization periodically conducts a physical review of shipments to ensure compliance with defined packaging and labeling requirements.
4.2.1.4	F1	All applicable manufacturing, storage, and shipping processes are considered when developing the customer packaging solution.	SAME	4.2.1.4	F1	All applicable manufacturing, storage, and shipping processes are considered when developing the customer packaging solution.
4.2.2		Requirement: The organization has procedures and/or work instructions for the container management process to ensure availability of customer-approved containers (i.e. returnable and expendable) to support the material flow requirements.	SAME	4.2.2		Requirement: The organization has procedures and/or work instructions for the container management process to ensure availability of customer-approved containers (i.e. returnable and expendable) to support the material flow requirements.
		Why is this important? The organization tracks the quantity, quality, and location of containers to ensure that the customer-approved container is available at the right time, avoiding disruptions in the production and shipping process. An effective container management process/system can avoid extraordinary costs by preventing material damage, lost containers, and production down-time.	SAME	4.2.2		Why is this important? The organization tracks the quantity, quality, and location of containers to ensure that the customer-approved container is available at the right time, avoiding disruptions in the production and shipping process. An effective container management process/system can avoid extraordinary costs by preventing material damage, lost containers, and production down-time.
4.2.2.1	F2	A process is in place and agreed by all parties for the procurement, allocation, and monitoring of all packaging material (e.g. returnable containers, expendable packaging, dunnage, spacers). The process includes a commercial agreement for back-up packaging.	CHANGED	4.2.2.1	F2	A process is in place and agreed by all parties for the procurement, allocation, and monitoring of all packaging material (e.g. returnable containers, expendable packaging, dunnage, spacers). The process includes an agreement for back-up packaging.
4.2.2.2	F2	There are procedures/work instructions in place to manage containers to ensure that the right quantity and quality (e.g. clean, undamaged, suitable) are available to meet customer requirements. The procedures/work instructions include an escalation process to notify the customer of any deviation (e.g. late delivery, alternate container).	CHANGED	4.2.2.2	F2	There are procedures/work instructions in place to manage containers to ensure that the right quantity and quality (e.g. clean, undamaged, suitable) are available to meet customer requirements.
4.2.2.3	F2	When alternative or back-up packaging is used, there is a process to notify the customer and obtain approval, if required, prior to shipping.	REMOVED			
4.2.2.4	F2	The process ensures that customer-supplied packaging is properly stored and managed based on customer requirements.	SAME	4.2.2.3	F2	The process ensures that customer-supplied packaging is properly stored and managed based on customer requirements.
4.3.1		Requirement: The organization has a shipping process that ensures dock operations are optimized and the quantity shipped reconciles with the customer's requirements.	SAME	4.3.1		Requirement: The organization has a shipping process that ensures dock operations are optimized and the quantity shipped reconciles with the customer's requirements.
		Why is this important? An efficient dock operation minimizes the risk of shipping errors. Missed or inaccurate shipments can result in premium freight and/or production disruption at the customer.	SAME	4.3.1		Why is this important? An efficient dock operation minimizes the risk of shipping errors. Missed or inaccurate shipments can result in premium freight and/or production disruption at the customer.
4.3.1.1	F2	Dock operations are optimized taking into consideration capacity of preparation areas, dispatch schedule, rail docks, loading bays, limits of loading and unloading, freight capacity, scheduled window times, carrier on-time performance, etc.	CHANGED	4.3.1.1	F2	Dock operations are optimized taking into consideration capacity of preparation areas, rail docks, loading bays, limits of loading and unloading, freight capacity, scheduled window times, carrier on-time performance, etc.
4.3.1.2	F2	An automatic process is in place to detect if items and/or quantities to be shipped do not match the customer's requirements.	CHANGED	4.3.1.2	F2	A detection system is in place to identify whether items and/or quantities to be shipped do not match the customer's requirements.
4.3.1.3	F2	A process is in place to ensure that any detected discrepancies are investigated and resolved in a timely manner.	SAME	4.3.1.3	F2	A process is in place to ensure that any detected discrepancies are investigated and resolved in a timely manner.
4.3.2		Requirement: The organization shall have a process to ensure transport documents are completed according to customer, industry, and government/international standards. Additionally, Advanced Shipping Notices (ASNs) are accurate and transmitted in a timely manner.	SAME	4.3.2		Requirement: The organization shall have a process to ensure transport documents are completed according to customer, industry, and government/international standards. Additionally, Advanced Shipping Notices (ASNs) are accurate and transmitted in a timely manner.
		Why is this important? Accurate and timely documentation helps to avoid delays and extraordinary costs in the transportation of material, including any potential supply chain security and/or customs issues. ASNs transmit information required by the customer so they are aware of shipments that are in transit and are able to track, plan, and manage the receiving process.	SAME	4.3.2		Why is this important? Accurate and timely documentation helps to avoid delays and extraordinary costs in the transportation of material, including any potential supply chain security and/or customs issues. ASNs transmit information required by the customer so they are aware of shipments that are in transit and are able to track, plan, and manage the receiving process.
4.3.2.1	F3	The shipping process shall ensure that all shipments, including documentation, shipping labels, and any additional labels (e.g. hazardous material, destination label, new model label) are prepared to customer, industry, and government/international standards and requirements (e.g. customs handling, C-TPAT, PIP, AEO) including carrier routings.	SAME	4.3.2.1	F3	The shipping process shall ensure that all shipments, including documentation, shipping labels, and any additional labels (e.g. hazardous material, destination label, new model label) are prepared to customer, industry, and government/international standards and requirements (e.g. customs handling, C-TPAT, PIP, AEO) including carrier routings.
4.3.2.2	F3	The content of the shipping label shall be reconciled against the customer requirements at the last possible point in the shipping process. When master/mixed load labels are used, they shall be reconciled to the individual container labels.	SAME	4.3.2.2	F3	The content of the shipping label shall be reconciled against the customer requirements at the last possible point in the shipping process. When master/mixed load labels are used, they shall be reconciled to the individual container labels.
4.3.2.3	F3	The data content of the shipping labels and/or RFID tag shall be verified using automated systems (e.g. bar code scanning/RFID) to ensure consistency between container content, labels, documentation, and ASN.	CHANGED	4.3.2.3	F3	The data content of the shipping labels and/or RFID tag shall be verified using automated systems (e.g. bar code scanning/RFID) to ensure consistency between container content, labels, documentation, and ASN. Verification shall be in accordance with customer requirements.
4.3.2.4	F3	The shipment process shall ensure that the content of each ASN is accurate. The format and content of the ASN and the timing of transmission are all in accordance with customer requirements.	SAME	4.3.2.4	F3	The shipment process shall ensure that the content of each ASN is accurate. The format and content of the ASN and the timing of transmission are all in accordance with customer requirements.
4.3.3		Requirement: The organization inspects and calibrates at planned intervals all equipment used to determine the shipment quantity as agreed to with the customer.	SAME	4.3.3		Requirement: The organization inspects and calibrates at planned intervals all equipment used to determine the shipment quantity as agreed to with the customer.
		Why is this important? When equipment is required to determine the shipment quantity, regular calibration is a fundamental requirement to ensure accuracy.	SAME	4.3.3		Why is this important? When equipment is required to determine the shipment quantity, regular calibration is a fundamental requirement to ensure accuracy.
4.3.3.1	F2	A process is in place that defines the proper use of equipment used in the shipping process (e.g. scales, counters, scanners).	CHANGED	4.3.3.1	F2	Work instructions are in place that define the proper use of equipment used in the shipping process (e.g. scales, counters, scanners).
4.3.3.2	F2	Equipment used to determine ship quantities is calibrated and inspected at planned intervals. Records of these activities are maintained.	CHANGED	4.3.3.2	F2	Equipment used to determine ship quantities is calibrated and inspected at planned intervals. Records of these activities are maintained.
4.4.1		Requirement: A process is in place to ensure effective and efficient transportation of finished goods in compliance with customer, industry, and government/international requirements.	SAME	4.4.1		Requirement: A process is in place to ensure effective and efficient transportation of finished goods in compliance with customer, industry, and government/international requirements.
		Why is this important? An efficient and effective transportation process provides the means for finished goods to be delivered on-time, undamaged, and at minimum cost.	SAME	4.4.1		Why is this important? An efficient and effective transportation process provides the means for finished goods to be delivered on-time, undamaged, and at minimum cost.
4.4.1.1	F3	For customer-managed transportation, the organization shall monitor carrier activity and communicate issues (e.g. timeliness, trailer capacity constraint, safety concerns, cleanliness) that can negatively impact the customer. And/Or For supplier-managed transportation, the organization shall measure and monitor carrier performance and implement corrective actions for deficiencies that are identified.	SAME	4.4.1.1	F3	For customer-managed transportation, the organization shall monitor carrier activity and communicate issues (e.g. timeliness, trailer capacity constraint, safety concerns, cleanliness) that can negatively impact the customer. And/Or For supplier-managed transportation, the organization shall measure and monitor carrier performance and implement corrective actions for deficiencies that are identified.
4.4.1.2	F2	Appropriate equipment (e.g. bracing, banding) is used to ensure the product is delivered undamaged to the customer.	SAME	4.4.1.2	F2	Appropriate equipment (e.g. bracing, banding) is used to ensure the product is delivered undamaged to the customer.
4.4.1.3	F1	Transportation planning is initiated at the beginning of the product life cycle and the carrier, LSP, and/or LLP is involved as early as possible (e.g. product development process).	SAME	4.4.1.3	F1	Transportation planning is initiated at the beginning of the product life cycle and the carrier, LSP, and/or LLP is involved as early as possible (e.g. product development process).
4.4.1.4	F1	The organization has a process in place to review on a regular basis transportation cost and capacity together with the carrier, LSP, and/or LLP by sharing information (e.g. production volumes, routings).	SAME	4.4.1.4	F1	The organization has a process in place to review on a regular basis transportation cost and capacity together with the carrier, LSP, and/or LLP by sharing information (e.g. production volumes, routings).
4.4.1.5	F1	The organization has a contingency plan for transportation failures (e.g. alternative methods of transport).	REMOVED			
4.4.2		Requirement: Transport utilization should be optimized and reviewed continually.	SAME	4.4.2		Requirement: Transport utilization should be optimized and reviewed continually.
		Why is this important? Optimized transport utilization will reduce costs and provide environmental savings (e.g. reduce CO2 emissions).	SAME	4.4.2		Why is this important? Optimized transport utilization will reduce costs and provide environmental savings (e.g. reduce CO2 emissions).
4.4.2.1	F1	The organization regularly explores opportunities to reload inbound conveyances with outbound product. Underused capacities (both inbound and outbound) are recorded and reviewed regularly to drive the transport optimization process.	CHANGED	4.4.2.1	F1	The organization regularly explores opportunities to optimize transportation (e.g.: reload inbound conveyances with outbound product, full truckload through cross docks) Underused capacities (both inbound and outbound) are recorded and reviewed regularly to drive the transport optimization process.
4.4.2.2	F1	Inbound and outbound conveyances are managed on a First In First Out (FIFO) basis in order to avoid excess cost (e.g. demurrage).	REMOVED			

4.5.1		Requirement: The organization has a process to measure and improve overall customer satisfaction.	SAME	4.5.1		Requirement: The organization has a process to measure and improve overall customer satisfaction.
		Why is this important? The measurement of customer satisfaction is fundamental in identifying areas for business improvement. The process should ensure all customers are treated equally so that any significant impact with one customer does not negatively impact another customer. High levels of customer satisfaction impact the organization's overall reputation and is important in developing successful, proactive, and long-term business relationships.	SAME	4.5.1		Why is this important? The measurement of customer satisfaction is fundamental in identifying areas for business improvement. The process should ensure all customers are treated equally so that any significant impact with one customer does not negatively impact another customer. High levels of customer satisfaction impact the organization's overall reputation and is important in developing successful, proactive, and long-term business relationships.
4.5.1.1	F2	A process is in place to determine, measure, review, and continually improve customer satisfaction, even if performance data are not formally provided by the customer.	SAME	4.5.1.1	F2	A process is in place to determine, measure, review, and continually improve customer satisfaction, even if performance data are not formally provided by the customer.
4.5.1.2	F1	The customer satisfaction and improvement processes are applied equally to all customers.	CHANGED	4.5.1.2	F2	Customer satisfaction results are published and reviewed internally at regular intervals by management and with the customer, as required. The results are presented visually using charts, graphs, monitors, etc.
4.5.1.3	F1	Customer satisfaction results are published and reviewed internally at regular intervals by management and with the customer, as required. The results are presented visually using charts, graphs, monitors, etc.	REMOVED			
5.1.1		Requirement: The organization shall have a process in place to ensure all material is labeled accurately and identified clearly at all stages (e.g., finished goods, WIP, and raw material) in the supply chain.	SAME	5.1.1		Requirement: The organization shall have a process in place to ensure all material is labeled accurately and identified clearly at all stages (e.g., finished goods, WIP, and raw material) in the supply chain.
		Why is this important? Material that is properly identified reduces the risk of misplaced material, delays, and/or production disruptions.	SAME	5.1.1		Why is this important? Material that is properly identified reduces the risk of misplaced material, delays, and/or production disruptions.
5.1.1.1	F3	The organization shall have a process in place to correctly identify all material from the point of receipt to shipment (e.g. direct part marking, product label, routing card, RFID).	SAME	5.1.1.1	F3	The organization shall have a process in place to correctly identify all material from the point of receipt to shipment (e.g. direct part marking, product label, routing card, RFID).
5.1.1.2	F3	The organization shall have a process in place to ensure that all part labels are available at the appropriate time and are applied correctly to the container.	CHANGED	5.1.1.2	F3	The organization makes sure that all part and/or container labels are available at the appropriate time and are applied correctly .
5.1.1.3	F3	The organization shall have a process in place to ensure the appropriate identification of all unusable or damaged material (e.g. scrap, returns, rejections).	CHANGED	5.1.1.3	F3	The organization shall have a documented procedure in place to ensure the appropriate identification of all unusable or damaged material (e.g. scrap, returns, rejections).
5.2.1		Requirement: The organization has a single integrated system encompassing both perpetual inventory and associated financial functions (e.g. "one set of books").	SAME	5.2.1		Requirement: The organization has a single integrated system encompassing both perpetual inventory and associated financial functions (e.g. "one set of books").
		Why is this important? Having one integrated system enables the organization to update both the materials management and accounting systems simultaneously to ensure appropriate business decisions are made.	SAME	5.2.1		Why is this important? Having one integrated system enables the organization to update both the materials management and accounting systems simultaneously to ensure appropriate business decisions are made.
5.2.1.1	F1	The same inventory transaction is used to update both the materials management and accounting systems.	SAME	5.2.1.1	F1	The same inventory transaction is used to update both the materials management and accounting systems.
5.2.2		Requirement: There is a process in place to identify and control the storage conditions and access to all stages of inventory: finished goods, WIP, and raw material.	SAME	5.2.2		Requirement: There is a process in place to identify and control the storage conditions and access to all stages of inventory: finished goods, WIP, and raw material.
		Why is this important? Optimal conditions for the storage of inventory should be in place in order to avoid loss and consequential cost due to damage, deterioration, or theft.	SAME	5.2.2		Why is this important? Optimal conditions for the storage of inventory should be in place in order to avoid loss and consequential cost due to damage, deterioration, or theft.
5.2.2.1	F3	The organization shall have a process in place to accurately and clearly identify all storage locations (e.g. signage, rack labels).	SAME	5.2.2.1	F3	The organization shall have a process in place to accurately and clearly identify all storage locations (e.g. signage, rack labels).
5.2.2.2	F2	The organization has procedures and/or work instructions in place that identify and control the storage of inventory at all stages (e.g. raw, WIP, finished goods) and for all types (e.g. scrap, rework, obsolete), including in-house and off-site.	SAME	5.2.2.2	F2	The organization has procedures and/or work instructions in place that identify and control the storage of inventory at all stages (e.g. raw, WIP, finished goods) and for all types (e.g. scrap, rework, obsolete), including in-house and off-site.
5.2.2.3	F1	The method of storage supports visual management of material (e.g. minimum and maximum levels, color coding, FIFO boards, monitors).	CHANGED	5.2.2.3	F2	The organization has a process in place to safeguard fragile, hazardous, and/or high theft material.
5.2.2.4	F1	There is a controlled storage environment that ensures all parts are protected against damage and deterioration.	CHANGED	5.2.2.4	F2	Obsolete, scrap, reject, and return material is stored in clearly identified and segregated locations.
5.2.2.5	F2	The organization has a process in place to safeguard fragile, hazardous, and/or high theft material.	CHANGED	5.2.2.5	F1	The method of storage supports visual management of material (e.g. minimum and maximum levels, color coding, FIFO boards, monitors).
5.2.2.6	F2	Obsolete, scrap, reject, and return material is stored in clearly identified and segregated locations.	CHANGED	5.2.2.6	F1	There is a controlled storage environment that ensures all parts are protected against damage and deterioration.
5.2.3		Requirement: The organization has a process to optimize material flow.	CHANGED	5.2.3		Requirement: The organization has a process to optimize material flow and track material status as it moves through key points of the process.
		Why is this important? The primary objective of a lean manufacturing/material flow process is to minimize lead time and costs while creating flexibility within the supply chain. As long as there is a need to move parts from one location to another, there will be the opportunity to eliminate waste in the material flow process.	CHANGED	5.2.3		Why is this important? The primary objective of a lean manufacturing/material flow process is to minimize lead time and costs while creating flexibility within the supply chain. Collection of data at key points of the process allows for accurate tracking and optimizing material flow.
5.2.3.1	F2	The organization's material flow is designed to support FIFO where applicable.	SAME	5.2.3.1	F2	The organization's material flow is designed to support FIFO where applicable.
5.2.3.2	F1	The organization uses lean techniques (e.g. value stream mapping) to optimize the material flow for new and current parts and production processes.	CHANGED	5.2.3.2	F2	The organization's material flow is designed to facilitate accurate identification, tracking, and recording of inventory at key production points (e.g. bar code scanning, RFID, Kanban, poka-yoke).
5.2.3.3	F2	The organization's material flow is designed to facilitate accurate identification, tracking, and recording of inventory at key production points (e.g. bar code scanning, RFID, Kanban, poka-yoke).	CHANGED	5.2.3.3	F1	The organization uses lean techniques (e.g. value stream mapping) to optimize the material flow for new and current parts and production processes.
5.2.3.4	F1	The organization's material flow is designed to minimize handling and transportation (e.g. one-piece flow, cellular manufacturing, use of milk runs, load consolidation).	SAME	5.2.3.4	F1	The organization's material flow is designed to minimize handling and transportation (e.g. one-piece flow, cellular manufacturing, use of milk runs, load consolidation).
5.2.4		Requirement: The organization has a process to continually evaluate and optimize inventory buffers.	SAME	5.2.4		Requirement: The organization has a process to continually evaluate and optimize inventory buffers.
		Why is this important? To ensure both customer satisfaction and cost effectiveness, the levels of inventory should be carefully considered for every part to ensure that stock levels are minimized without any risk to deliveries to customers.	SAME	5.2.4		Why is this important? To ensure both customer satisfaction and cost effectiveness, the levels of inventory should be carefully considered for every part to ensure that stock levels are minimized without any risk to deliveries to customers.
5.2.4.1	F2	The organization has a process to continually evaluate and, if necessary, adjust any impacted inventory buffers (e.g. planning system, Kanban). The process considers all factors influencing the need for inventory buffers (e.g. demand variability, process capabilities, internal transport and warehousing layout, customer safety stock requirements, different industrial calendars, etc.).	SAME	5.2.4.1	F2	The organization has a process to continually evaluate and, if necessary, adjust any impacted inventory buffers (e.g. planning system, Kanban). The process considers all factors influencing the need for inventory buffers (e.g. demand variability, process capabilities, internal transport and warehousing layout, customer safety stock requirements, different industrial calendars, etc.).
5.2.5		Requirement: The organization has a process in place that ensures material records are maintained accurately and discrepancies are fully investigated and corrected in a timely manner.	SAME	5.2.5		Requirement: The organization has a process in place that ensures material records are maintained accurately and discrepancies are fully investigated and corrected in a timely manner.
		Why is this important? The maintenance of accurate stock records is a prerequisite to ensuring the availability of product for the customer and avoiding production line disruptions. Effective control procedures reduce the risk of stock errors and the consequential impact of excess inventory and obsolescence or, conversely, insufficient material to support customer requirements. The visibility of stock balances to all relevant parties is important for taking actions in a timely manner.	SAME	5.2.5		Why is this important? The maintenance of accurate stock records is a prerequisite to ensuring the availability of product for the customer and avoiding production line disruptions. Effective control procedures reduce the risk of stock errors and the consequential impact of excess inventory and obsolescence or, conversely, insufficient material to support customer requirements. The visibility of stock balances to all relevant parties is important for taking actions in a timely manner.
5.2.5.1	F2	There is a process in place to ensure accurate stock balance of all inventory types (e.g. finished goods, WIP, purchased parts, scrap) and transactions are updated correctly in the organization's system in a timely manner.	SAME	5.2.5.1	F2	There is a process in place to ensure accurate stock balance of all inventory types (e.g. finished goods, WIP, purchased parts, scrap) and transactions are updated correctly in the organization's planning system in a timely manner.
5.2.5.2	F2	The organization has a process in place that ensures the structure of the BOM records is accurate and maintained in a timely manner. BOM deviations are investigated and the impact on inventory balances is corrected through the perpetual inventory process.	CHANGED	5.2.5.2	F2	The organization has a process in place that ensures the structure of the BOM records are accurate and maintained in a timely manner in the organizations planning system. BOM deviations are investigated and the impact on inventory balances is corrected through the perpetual inventory process.
5.2.5.3	F2	The organization uses techniques and methods (e.g. bar coding, Kanban, poka-yoke) to ensure accuracy of inventory and to eliminate inventory errors. The techniques and methods are evaluated periodically for efficiency and effectiveness.	CHANGED	5.2.5.3	F2	The organization uses techniques and methods (e.g. bar coding, Kanban, poka-yoke) to ensure accuracy of inventory and to eliminate inventory errors.
5.2.5.4	F1	All stock records are visible to all relevant parties (e.g. planning system, inventory management system, warehouse management system, FIFO boards, Kanban boards).	SAME	5.2.5.4	F1	All stock records are visible to all relevant parties (e.g. planning system, inventory management system, warehouse management system, FIFO boards, Kanban boards).

5.2.5.5	F1	The organization has a process in place to ensure accurate physical inventory counts are taken and the results are recorded. The inventory counts for each part are performed with adequate frequency depending on usage/volume value, waste percentage, etc. Deviations are investigated and root causes are identified and corrective actions are implemented to prevent recurrence.	SAME	5.2.5.5	F1	The organization has a process in place to ensure accurate physical inventory counts are taken and the results are recorded. The inventory counts for each part are performed with adequate frequency depending on usage/volume value, waste percentage, etc. Deviations are investigated and root causes are identified and corrective actions are implemented to prevent recurrence.
5.2.5.6	F1	The organization archives material records as defined by the customer or for a time period relevant to any potential disputes. The archived records should be easily retrievable and readable.	SAME	5.2.5.6	F1	The organization archives material records as defined by the customer or for a time period relevant to any potential disputes. The archived records should be easily retrievable and readable.
5.2.5.7	F1	There are procedures and/or work instructions in place to manage and schedule the regular maintenance and/or calibration of equipment (e.g. scanners, scales) used from the point of receipt to shipment. The assigned process owner will ensure that the status of all equipment is clearly displayed to the respective operators.	SAME	5.2.5.7	F1	There are procedures and/or work instructions in place to manage and schedule the regular maintenance and/or calibration of equipment (e.g. scanners, scales) used from the point of receipt to shipment. The assigned process owner will ensure that the status of all equipment is clearly displayed to the respective operators.
5.2.6		Requirement: The organization has a process in place to manage inventories of "phase-out" parts (e.g. those affected by engineering changes and programs that are being phased out) with both supplier and customer to minimize obsolescence.	SAME	5.2.6		Requirement: The organization has a process in place to manage inventories of "phase-out" parts (e.g. those affected by engineering changes and programs that are being phased out) with both supplier and customer to minimize obsolescence.
		Why is this important? During engineering change and product phase-out, it is imperative to know and respond to the level of stock in the whole supply chain to ensure customer requirements are met while avoiding the risk of obsolescence, waste, and cost.	SAME	5.2.6		Why is this important? During engineering change and product phase-out, it is imperative to know and respond to the level of stock in the whole supply chain to ensure customer requirements are met while avoiding the risk of obsolescence, waste, and cost.
5.2.6.1	F2	To minimize obsolescence, the organization has a process in place to manage physical inventories of "phase-out" parts for all stages (i.e. raw, WIP, finished goods).	SAME	5.2.6.1	F2	To minimize obsolescence, the organization has a process in place to manage physical inventories of "phase-out" parts for all stages (i.e. raw, WIP, finished goods).
5.2.6.2	F2	The organization has a process in place to manage "phase-out" parts with suppliers.	SAME	5.2.6.2	F2	The organization has a process in place to manage "phase-out" parts with suppliers.
5.2.7		Requirement: The organization shall have a process in place to identify and route defective or obsolete material in a timely manner. This process shall ensure that defective or obsolete material is segregated, reworked, and/or disposed of properly in order to minimize cost.	SAME	5.2.7		Requirement: The organization shall have a process in place to identify and route defective or obsolete material in a timely manner. This process shall ensure that defective or obsolete material is segregated, reworked, and/or disposed of properly in order to minimize cost.
		Why is this important? The process for handling defective or obsolete parts shall ensure material is segregated from production in order to prevent unauthorized routing or distribution of material.	SAME	5.2.7		Why is this important? The process for handling defective or obsolete parts shall ensure material is segregated from production in order to prevent unauthorized routing or distribution of material.
5.2.7.1	F3	The organization shall have a process in place that ensures all defective or obsolete material is contained, segregated, reworked, and/or disposed of properly. The disposal of material and any claims shall be in accordance with customer requirements.	CHANGED	5.2.7.1	F3	The organization shall have a process in place that ensures all defective or obsolete material is contained, segregated, marked, reworked, and/or disposed of properly and in a timely manner.
5.2.7.2	F1	The process ensures defective or obsolete material is reworked or disposed of in a timely manner.	CHANGED	5.2.7.2	F2	The disposal of material and any claims shall be in accordance with customer requirements.
5.3.1		Requirement: The organization shall have a documented process for managing engineering change throughout the supply chain.	SAME	5.3.1		Requirement: The organization shall have a documented process for managing engineering change throughout the supply chain.
		Why is this important? The effective management and implementation of engineering change ensures the correct part or level is produced and delivered to the customer and minimizes obsolescence and warranty costs.	SAME	5.3.1		Why is this important? The effective management and implementation of engineering change ensures the correct part or level is produced and delivered to the customer and minimizes obsolescence and warranty costs.
5.3.1.1	F2	There is a process in place to ensure that inventory affected by engineering changes is managed from the point of receipt to final shipment in order to meet delivery requirements.	CHANGED	5.3.1.1	F2	There is a process in place to ensure that inventory affected by engineering changes is managed from the point of receipt to final shipment in order to meet delivery requirements. The organization reviews and controls changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements
5.3.1.2	F2	There is a process in place to manage and communicate revision control on inbound material from the supplier, including part labeling at the correct revision level and signage to alert the change. All relevant internal and supplier personnel understand the process.	SAME	5.3.1.2	F2	There is a process in place to manage and communicate revision control on inbound material from the supplier, including part labeling at the correct revision level and signage to alert the change. All relevant internal and supplier personnel understand the process.
5.3.2		Requirement: The organization manages the life cycle of tooling to ensure customer requirements can be satisfied at all stages of production.	SAME	5.3.2		Requirement: The organization manages the life cycle of tooling to ensure customer requirements can be satisfied at all stages of production.
		Why is this important? Tools must be available and capable of meeting customer requirements for current and/or past model parts for the entire product life cycle.	SAME	5.3.2		Why is this important? Tools must be available and capable of meeting customer requirements for current and/or past model parts for the entire product life cycle.
5.3.2.1	F2	There are procedures and/or work instructions in place on how to manage and record a tool's life cycle (e.g. current status, rework history, ownership, customer authorizations, part assignment, part branding, release number) to ensure customer requirements can be met for current and/or past model parts.	SAME	5.3.2.1	F2	There are procedures and/or work instructions in place on how to manage and record a tool's life cycle (e.g. current status, rework history, ownership, customer authorizations, part assignment, part branding, release number) to ensure customer requirements can be met for current and/or past model parts.
5.3.2.2	F1	The SCM function participates in the process to determine when a tool is no longer required and tooling disposal can take place.	SAME	5.3.2.2	F1	The SCM function participates in the process to determine when a tool is no longer required and tooling disposal can take place.
5.3.3		Requirement: The organization shall have a process in place to obtain written customer authorization whenever the product or process deviates from that which is currently approved through the Product Approval Process (PAP).	CHANGED	5.3.3		Requirement: The organization shall have a process in place to obtain written customer authorization whenever the product or process deviates from that which is currently approved through the Production Part Approval Process (PPAP).
		Why is this important? Product or process changes by the organization could have a negative impact on the quality of the part (e.g. form, fit, and function) and/or the cycle time to produce the part.	SAME	5.3.3		Why is this important? Product or process changes by the organization could have a negative impact on the quality of the part (e.g. form, fit, and function) and/or the cycle time to produce the part.
5.3.3.1	F3	There shall be a process in place to obtain formal authorization from the customer whenever the product or process deviates from that which was approved during PAP.	CHANGED	5.3.3.1	F3	There shall be a process in place to obtain formal authorization from the customer whenever the product or process deviates from that which was approved during PPAP. The organization shall retain documented information describing the results of the review of deviation, the person(s) authorizing the deviation, and any necessary actions arising from the review.
5.3.3.2	F1	For each deviation, a corrective action and timing plan is in place to return to the original or superseding specifications; this includes notification to all relevant personnel of the start and end date following approval.	SAME	5.3.3.2	F1	For each deviation, a corrective action and timing plan is in place to return to the original or superseding specifications; this includes notification to all relevant personnel of the start and end date following approval.
5.4.1		Requirement: A lot or serial traceability process shall be in place, as required, which meets customer, industry, government, and/or international standards (e.g. Transportation Recall Enhancement, Accountability and Documentation [TREAD] Act, Federal Motor Vehicle Safety Standard [FMVSS], End of Life Vehicle [ELVA]).	CHANGED	5.4.1		Requirement: A lot or serial traceability process shall be in place, as required, which meets customer, industry and regulatory requirements (e.g. Transportation Recall Enhancement, Accountability and Documentation [TREAD] Act, Federal Motor Vehicle Safety Standard [FMVSS], End of Life Vehicle [ELV]).
		Why is this important? When an issue occurs (e.g. safety, quality), it is vital to be able to trace the affected parts, contain the problem, establish the root cause, and apply corrective measures in a timely manner. The traceability process provides the means to safeguard the consumer and minimize warranty and potential legal costs.	SAME			Why is this important? When an issue occurs (e.g. safety, quality), it is vital to be able to trace the affected parts, contain the problem, establish the root cause, and apply corrective measures in a timely manner. The traceability process provides the means to safeguard the consumer and minimize warranty and potential legal costs.
5.4.1.1	F3	There shall be a process that ensures traceability and reporting requirements are met and records are retained according to customer, industry, government, and/or international requirements. Records shall remain legible, readily identifiable, and retrievable.	CHANGED	5.4.1.1	F3	There shall be a process that ensures traceability and reporting requirements are met and records are retained according to customer, industry and regulatory requirements. Records shall remain legible, readily identifiable, and retrievable. This may involve traceability of partial lots and/or individual part/pallet/batches for all stages of inventory (finished goods, WIP, raw material).
5.4.1.2	F2	There is a process in place to ensure that lot and/or serial traceability is managed according to customer, industry, government, and/or international standards. This may involve traceability of partial lots and/or individual part/pallet/batches for all stages of inventory (finished goods, WIP, raw material).	REMOVED			
5.4.1.3	F2	Collecting, recording, and tracking of lot, partial lot, and/or serial traceability data is automated (e.g. bar coding, RFID).	SAME	5.4.1.2	F2	Collecting, recording, and tracking of lot, partial lot, and/or serial traceability data is automated (e.g. bar coding, RFID).
6.1.1		Requirement: The requirements of the SCM function are considered when selecting suppliers, subcontractors, or service providers for new or existing products or services.	CHANGED	6.1.1		Requirement: The requirements of the SCM function shall be considered when selecting suppliers, subcontractors, or service providers for new or existing products or services.
		Why is this important? The selection of capable and agile suppliers who can demonstrate their ability to manage quality, cost, and delivery performance is extremely important in the development of an effective and efficient supply chain.	SAME			Why is this important? The selection of capable and agile suppliers who can demonstrate their ability to manage quality, cost, and delivery performance is extremely important in the development of an effective and efficient supply chain.
6.1.1.1	F2	The SCM function participates in the selection process for suppliers, subcontractors, and service providers.	CHANGED	6.1.1.1	F3	The organization shall have a documented process involving the SCM function for the selection process for suppliers, subcontractors, and service providers.
6.1.1.2	F2	When available, the supply chain performance is part of the supplier, subcontractor, and service provider selection process.	CHANGED	6.1.1.2	F3	Supply chain performance metrics are part of the supplier, subcontractor, and service provider selection process.

6.1.1.3	F2	The Global MMOG/LE (or equivalent) assessment is part of the supplier, subcontractor, and service provider selection process.	CHANGED	6.1.1.3	F2	The Global MMOG/LE or an equivalent assessment is part of the supplier, subcontractor, and service provider selection process.
6.2.1		Requirement: A formal Supply Chain Management (SCM) Agreement shall exist with suppliers, subcontractors, and service providers.	SAME	6.2.1		Requirement: A formal Supply Chain Management (SCM) Agreement shall exist with suppliers, subcontractors, and service providers.
		Why is this important? The day-to-day operational relationship shall be properly defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict. Use of the AIAG/Odette Global Materials Management and Logistics Agreement (GMMML) or equivalent is recommended.	SAME	6.2.1		Why is this important? The day-to-day operational relationship shall be properly defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict. Use of the AIAG/Odette Global Materials Management and Logistics Agreement (GMMML) or equivalent is recommended.
6.2.1.1	F3	A formal SCM agreement (e.g. terms and conditions, supplier manual) is in place specifying the conditions of the relationship and is agreed by all parties before the first delivery; deviations from the SCM agreement are immediately investigated, communicated, and rectified.	SAME	6.2.1.1	F3	A formal SCM agreement (e.g. terms and conditions, supplier manual) is in place specifying the conditions of the relationship and is agreed by all parties before the first delivery; deviations from the SCM agreement are immediately investigated, communicated, and rectified.
6.2.1.2	F2	A process is in place to ensure the SCM agreement is regularly reviewed and revised as necessary.	CHANGED	6.2.1.2	F3	The organization shall require its suppliers to develop contingency plans that would be implemented in the event of a deviation or disruption from the normal business process. This could include EDI, transportation, packaging, equipment failure, etc.
6.2.1.3	F2	The SCM agreement defines the operational conditions of the relationship such as EDI/Web requirements, capacity, production flexibility, obsolescence, packaging, labeling, and shipping specifications.	CHANGED	6.2.1.3	F3	The organization requires its suppliers to have a risk assessment process in place to identify areas within the supply chain process that could affect the ability to meet the organization's requirements. A supplier's risk assessment process prioritizes which processes should be documented within the contingency/back-up procedures based on probability of occurrence, severity of the impact, detection, etc. The process could include the use of analytic tools as appropriate.
6.2.1.4	F2	The SCM agreement specifies the language to be used for all forms of communication, including corporate and day-to-day operations.	CHANGED	6.2.1.4	F2	A process is in place to ensure the SCM agreement is regularly reviewed and revised as necessary.
6.2.1.5	F2	The organization requires its suppliers to develop contingency plans that would be implemented in the event of a deviation or disruption from the normal business process. This could include EDI, transportation, packaging, equipment failure, etc.	CHANGED	6.2.1.5	F2	The SCM agreement defines the operational conditions of the relationship (e.g.: supplier mapping, risk assessment, contingency planning, EDI/Web requirements, capacity, production flexibility, obsolescence, packaging, labeling, and shipping specifications).
6.2.1.6	F1	The organization requires its suppliers to have a risk assessment process in place to identify areas within the supply chain process that could affect the ability to meet the organization's requirements in the event of a deviation from the normal business process.	CHANGED	6.2.1.6	F2	The SCM agreement specifies the language to be used for all forms of communication, including corporate and day-to-day operations.
			NEW	6.2.1.7	F2	The SCM agreement includes procurement and inventory policies based on customer requirements for long lead time and critical components.
6.3.1		Requirement: A process is in place for two-way communication with suppliers, subcontractors, and service providers to resolve day-to-day issues and emergency situations.	SAME	6.3.1		Requirement: A process is in place for two-way communication with suppliers, subcontractors, and service providers to resolve day-to-day issues and emergency situations.
		Why is this important? The methods of communication for day-to-day operations should be fully defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict.	SAME	6.3.1		Why is this important? The methods of communication for day-to-day operations should be fully defined and documented in order to clarify roles and responsibilities, expectations, and commitments and to avoid the possibility of misunderstandings and conflict.
6.3.1.1	F2	The organization receives a contact list from its suppliers, subcontractors, and service providers, in their preferred format, that supports the organization's operations as required, including 24 hours/7 days support. The contact list comprises name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function. The contact is able to communicate in the organization's preferred business language. The organization provides a reciprocal list of their contact information to its suppliers, subcontractors, and service providers.	CHANGED	6.3.1.1	F3	There is a process in place to ensure that suppliers, subcontractors, and logistics providers have procedures and/or work instructions in place to immediately notify the organization and respond to any situation that could negatively impact the organization's operation. This process should include a) on what it will communicate; b) when to communicate; c) with whom to communicate; d) how to communicate; e) who communicates.
6.3.1.2	F2	There is a process in place to ensure that suppliers, subcontractors, and logistics providers have procedures and/or work instructions in place to notify the organization if there is a deviation from the organization's requirements.	CHANGED	6.3.1.2	F2	The organization receives a contact list from its suppliers, subcontractors, and service providers, in their preferred format, that supports the organization's operations as required, including 24 hours/7 days support. The contact list comprises name, function, method of communication (e.g. office/mobile numbers, fax number, e-mail address, etc.), hours of availability, weekend and emergency contacts, and deputies/back-ups for each SCM function. The contact is able to communicate in the organization's preferred business language. The organization provides a reciprocal list of their contact information to its suppliers, subcontractors, and service providers.
6.3.1.3	F1	The planning system has the capability to automatically detect material shortages upon receipt of the ASN.	MOVED			
6.3.2		Requirement: A process for electronic data exchange shall be in place with suppliers, subcontractors, and logistics providers.	SAME	6.3.2		Requirement: A process for electronic data exchange shall be in place with suppliers, subcontractors, and logistics providers.
		Why is this important? Fast, reliable, and integrated exchange of data significantly improves accuracy, flow, and visibility of information and reduces lead times, administration, and costs. The real-time, automatic exchange of information allows the organization and its suppliers, subcontractors, and service providers to respond more quickly by having greater visibility and thus reduce inventory.	SAME	6.3.2		Why is this important? Fast, reliable, and integrated exchange of data significantly improves accuracy, flow, and visibility of information and reduces lead times, administration, and costs. The real-time, automatic exchange of information allows the organization and its suppliers, subcontractors, and service providers to respond more quickly by having greater visibility and thus reduce inventory.
6.3.2.1	F3	The organization shall have the capability to electronically exchange materials and logistics information (e.g. planning releases, delivery schedules, ASNs) with suppliers, subcontractors, and service providers using traditional EDI and/or web-based solutions. EDI data shall be in an industry standard format. Web-based solutions shall be in compliance with customer requirements. The use of manual data files such as paper documents, faxes, PDFs, and HTML are not acceptable. The extent to which electronic data are exchanged shall be in compliance with the customer's requirements (e.g. all sub-suppliers, critical commodities, purchase value, part volume).	CHANGED	6.3.2.1	F3	The organization shall have the capability to electronically exchange materials and logistics information (e.g. planning releases, delivery schedules, ASNs) with suppliers, subcontractors, and service providers using web based tools (e.g. EDI, Web EDI, Web Portal). EDI data shall be in an industry standard format. Web-based tools shall be in compliance with customer requirements. The use of emails, paper documents, faxes, and PDFs are not acceptable. The organization shall strive to achieve electronic data exchange with 100% of its' supply base and shall be in compliance with the customer's requirements.
6.3.2.2	F2	ASNs are transmitted at the time of conveyance departure, and the content of the ASNs is automatically entered and processed, without manual intervention, into the organization's system (e.g. receiving, inventory, accounts payable).	SAME	6.3.2.2	F2	ASNs are transmitted at the time of conveyance departure, and the content of the ASNs is automatically entered and processed, without manual intervention, into the organization's system (e.g. receiving, inventory, accounts payable).
6.3.2.3	F2	The organization has a process in place to verify the accuracy of information transmitted and received (e.g. planning and shipping schedules, ASNs) and initiate corrective action if necessary.	SAME	6.3.2.3	F2	The organization has a process in place to verify the accuracy of information transmitted and received (e.g. planning and shipping schedules, ASNs) and initiate corrective action if necessary.
6.3.2.4	F2	Transmission frequency and planning horizons are adequate for the total lead time of the part or commodity.	SAME	6.3.2.4	F2	Transmission frequency and planning horizons are adequate for the total lead time of the part or commodity.
			MOVED	6.3.2.5	F1	The planning system has the capability to automatically detect material shortages upon receipt of the ASN.
6.4.1		Requirement: There is a process in place that ensures packaging solutions are agreed by all involved parties and that the labeling meets the organization's specification.	SAME	6.4.1		Requirement: There is a process in place that ensures packaging solutions are agreed by all involved parties and that the labeling meets the organization's specification.
		Why is this important? Packaging and labeling solutions should support the efficient flow and identification of material. Effective packaging facilitates efficient storage, transportation, and accessibility of parts while providing protection and preventing deterioration. Labeling allows for visual identification of material and supports automated data entry, thus increasing the accuracy of data into the production planning and inventory management systems.	SAME	6.4.1		Why is this important? Packaging and labeling solutions should support the efficient flow and identification of material. Effective packaging facilitates efficient storage, transportation, and accessibility of parts while providing protection and preventing deterioration. Labeling allows for visual identification of material and supports automated data entry, thus increasing the accuracy of data into the production planning and inventory management systems.
6.4.1.1	F1	The organization has a process in place to develop and define labeling and packaging solutions for standard and back-up packaging, including pack size, in conjunction with all involved parties and before the start of production.	SAME	6.4.1.1	F1	The organization has a process in place to develop and define labeling and packaging solutions for standard and back-up packaging, including pack size, in conjunction with all involved parties and before the start of production.
6.4.1.2	F1	Existing packaging and labeling standards are used (e.g. AIAG, Odette) and environmental guidelines for packaging are incorporated where appropriate.	SAME	6.4.1.2	F1	Existing packaging and labeling standards are used (e.g. AIAG, Odette) and environmental guidelines for packaging are incorporated where appropriate.
6.4.1.3	F1	All applicable manufacturing, storage, and shipping processes are considered when developing the packaging solution.	SAME	6.4.1.3	F1	All applicable manufacturing, storage, and shipping processes are considered when developing the packaging solution.
6.4.2		Requirement: The organization has a container management process in place to ensure availability of containers to support the material flow requirements.	SAME	6.4.2		Requirement: The organization has a container management process in place to ensure availability of containers to support the material flow requirements.

		<p>Why is this important? The organization should track the quantity, quality, and location of containers (e.g. returnable, expendable or disposable packaging, dunnage, spacers) to ensure that the approved container is available at the right time, avoiding disruptions in the production and shipping process. An effective container management process/system can avoid extraordinary costs by preventing material damage, lost containers, and production down-time.</p>	SAME	6.4.2		<p>Why is this important? The organization should track the quantity, quality, and location of containers (e.g. returnable, expendable or disposable packaging, dunnage, spacers) to ensure that the approved container is available at the right time, avoiding disruptions in the production and shipping process. An effective container management process/system can avoid extraordinary costs by preventing material damage, lost containers, and production down-time.</p>
6.4.2.1	F2	There is a process in place for the procurement, allocation, monitoring and control of all aspects of packaging and container management (e.g. returnable containers, expendable or disposable packaging, dunnage, spacers).	SAME	6.4.2.1	F2	There is a process in place for the procurement, allocation, monitoring and control of all aspects of packaging and container management (e.g. returnable containers, expendable or disposable packaging, dunnage, spacers).
6.4.2.2	F2	The responsibilities for container management are agreed to and documented between the parties.	SAME	6.4.2.2	F2	The responsibilities for container management are agreed to and documented between the parties.
6.4.2.3	F1	There is a process in place to regularly review and optimize the container management process in order to reduce total SCM costs.	SAME	6.4.2.3	F1	There is a process in place to regularly review and optimize the container management process in order to reduce total SCM costs.
6.5.1		<p>Requirement: There is a process in place to ensure effective and efficient transportation of inbound material in compliance with customer, industry, and government/international requirements.</p> <p>Why is this important? An efficient and effective inbound transportation process provides the means for material to be delivered on-time, uninterrupted, undamaged, and at minimum cost. Considerations within the assessment process should also include environmental aspects, customs requirements, supply chain security, and performance measurements (examples available in Odette's Key Performance Indicators for Carriers and LSPs guideline).</p>	SAME	6.5.1		<p>Requirement: There is a process in place to ensure effective and efficient transportation of inbound material in compliance with customer, industry, and government/international requirements.</p> <p>Why is this important? An efficient and effective inbound transportation process provides the means for material to be delivered on-time, uninterrupted, undamaged, and at minimum cost. Considerations within the assessment process should also include environmental aspects, customs requirements, supply chain security, and performance measurements (examples available in Odette's Key Performance Indicators for Carriers and LSPs guideline).</p>
6.5.1.1	F2	Transportation planning is initiated at the beginning of the product life cycle and the carrier, LSP, and/or LLP is involved in the process as early as possible (e.g. product development process).	SAME	6.5.1.1	F2	Transportation planning is initiated at the beginning of the product life cycle and the carrier, LSP, and/or LLP is involved in the process as early as possible (e.g. product development process).
6.5.1.2	F2	There is a procedure and/or work instruction in place for resolving transportation issues related to quality (e.g. damages), cost (e.g. premium freight, demurrage), and delivery (e.g. on-time performance) in a timely manner.	SAME	6.5.1.2	F2	There is a procedure and/or work instruction in place for resolving transportation issues related to quality (e.g. damages), cost (e.g. premium freight, demurrage), and delivery (e.g. on-time performance) in a timely manner.
6.5.1.3	F2	The organization has the ability to track and trace inbound material from time of shipment through to receipt.	SAME	6.5.1.3	F2	The organization has the ability to track and trace inbound material from time of shipment through to receipt.
6.6.1		<p>Requirement: There is a process in place to ensure efficient management of the material receiving process, including sufficient capacity and appropriate equipment.</p> <p>Why is this important? Efficient management of the material receiving process is necessary to facilitate effective material flow and ensures the activity does not become a bottleneck.</p>	SAME	6.6.1		<p>Requirement: There is a process in place to ensure efficient management of the material receiving process, including sufficient capacity and appropriate equipment.</p> <p>Why is this important? Efficient management of the material receiving process is necessary to facilitate effective material flow and ensures the activity does not become a bottleneck.</p>
6.6.1.1	F2	There is a process in place to ensure sufficient capacity, personnel, equipment, maintenance, space, etc. based on the mode of delivery (e.g. truck, rail, milkrun).	CHANGED	6.6.1.1	F2	There are sufficient capacity and resources (personnel, equipment, space, maintenance), based on the mode of delivery (e.g. truck, rail).
6.6.1.2	F1	There is a process in place to optimize the use of docks and space. This process considers all variables of the receiving activities (e.g. scheduling, fixed time slots).	CHANGED	6.6.1.2	F1	There is a process in place to optimize the use of docks, space and resources. This process considers all variables of the receiving activities (e.g. scheduling, fixed time slots).
6.6.2		<p>Requirement: There is a process in place to verify the accuracy of the labeling and shipping documentation at the point of receipt.</p> <p>Why is this important? Accurate labeling and shipping documentation support the identification and efficient flow of material. Missed or inaccurate information can result in premium freight and production disruption and could impact delivery to the organization's customer. When discrepancies are found, it is important for the organization to work with the suppliers, subcontractors, and/or service providers to develop corrective actions that prevent recurrence.</p>	SAME	6.6.2		<p>Requirement: There is a process in place to verify the accuracy of the labeling and shipping documentation at the point of receipt.</p> <p>Why is this important? Accurate labeling and shipping documentation support the identification and efficient flow of material. Missed or inaccurate information can result in premium freight and production disruption and could impact delivery to the organization's customer. When discrepancies are found, it is important for the organization to work with the suppliers, subcontractors, and/or service providers to develop corrective actions that prevent recurrence.</p>
6.6.2.1	F2	The organization has a process in place to ensure complete and accurate data content (e.g. part number, quantity, revision level, purchase order) of shipping labels and documentation. Receiving discrepancies are recorded and corrective actions are implemented with suppliers, subcontractors, and/or service providers as applicable.	SAME	6.6.2.1	F2	The organization has a process in place to ensure complete and accurate data content (e.g. part number, quantity, revision level, purchase order) of shipping labels and documentation. Receiving discrepancies are recorded and corrective actions are implemented with suppliers, subcontractors, and/or service providers as applicable.
6.6.2.2	F1	A process is in place to conduct receiving audits based on the frequency and severity of discrepancies.	SAME	6.6.2.2	F1	A process is in place to conduct receiving audits based on the frequency and severity of discrepancies.
6.6.2.3	F1	Receiving transactions are assigned a unique identifier that can be referenced for audit and investigation purposes.	SAME	6.6.2.3	F1	Receiving transactions are assigned a unique identifier that can be referenced for audit and investigation purposes.
6.6.2.4	F1	The organization's receiving process is followed when material is received by a third party.	MOVED			
6.6.2.5	F1	The organization uses visual controls to assist the receiving process (e.g. part display board, part identification charts, signage, Kanban tools).	CHANGED	6.6.2.4	F1	The organization uses scanning and/or visual controls to assist the receiving process (e.g. part display board, part identification charts, signage, Kanban tools).
			MOVED	6.6.2.5	F1	The organization's receiving process is followed when material is received by a third party.
6.7.1		<p>Requirement: There is a process in place to assess and monitor the capability and performance of suppliers, subcontractors, and service providers on a regular basis.</p> <p>Why is this important? A formal process for assessing and monitoring supplier capability and performance provides the means to support the organization's SCM strategy, identify opportunities for improvement, and to make a valuable contribution to the achievement of high levels of customer satisfaction.</p>	SAME	6.7.1		<p>Requirement: There is a process in place to assess and monitor the capability and performance of suppliers, subcontractors, and service providers on a regular basis.</p> <p>Why is this important? A formal process for assessing and monitoring supplier capability and performance provides the means to support the organization's SCM strategy, identify opportunities for improvement, and to make a valuable contribution to the achievement of high levels of customer satisfaction.</p>
6.7.1.2	F2	There is a process in place to regularly measure and review supply chain performance of suppliers, subcontractors, and service providers by the use of tools such as KPIs, delivery ratings etc. The performance is regularly communicated to all relevant parties (e.g. suppliers, management, purchasing) and process improvement plans are initiated and implemented as required.	CHANGED	6.7.1.1	F3	There is a process in place to regularly measure and review supply chain performance of suppliers, subcontractors, and service providers by the use of tools such as supplier scorecards, risks, supplier assessments, etc. The performance is regularly communicated to all relevant parties (e.g. suppliers, management, purchasing) and considered in risk assessment. Process improvement plans are initiated and implemented as required.
6.7.1.1	F2	A process is in place to assess the capability of supply chain partners on a regular basis utilizing a formal evaluation tool (e.g. Global MMOG/LE or equivalent).	CHANGED	6.7.1.2	F2	A process is in place to assess the capability of supply chain partners utilizing a formal evaluation tool (e.g. Global MMOG/LE or equivalent) that is leveraged during new product launch and performance review.