



# **Quality Management System**

**SUPERB Industries, Inc.**

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## Quality Management System


### Company Profile



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

SUPERB had a humble beginning—a small tool room housed in a two-car garage—but with a vision to make a difference in the manufacturing arena. Brothers Dan and John Miller (present day SUPERB Industries, Inc. president) founded SUPERB Industries, Inc. in 1986. By 1993, the business outgrew the garage and moved to a new location in New Bedford, Ohio. Just seven years later, SUPERB again experienced massive growth and relocated to its present location in Sugarcreek, Ohio with a vision to turn an old warehouse into a modern manufacturing complex. In 2011, SUPERB expanded with the completion of Innovation Plaza, where the global manufacturer is located today.

For the Miller family, the tradition of manufacturing dates back further than just 1986 with the creation of SUPERB Industries, Inc. Tracing the Miller heritage back through the centuries, Christian “Schmidt” Miller (b. 1763) was the first in a long line of Miller craftsmen. He worked as an apprentice and soon became a master craftsman in the art of metalworking and iron welding.



### 10 Generations of Craftsmen

Christian “Schmidt” Miller  
Blacksmith 1763-1845

Jonathan C. Miller  
Sawyer 1789-1900

Christian J. Miller  
Artisan Farmer 1848-1900

Benedict C. Miller  
Artisan Farmer 1848-1913

Emanuel B. Miller  
Blacksmith 1882-1977

Dan E. Miller  
Clockmaker 1911-1983

Jonathan D. Miller  
Toolmaker 1938

John J. Miller  
Mfg. Engineer 1961

Daniel J. Miller  
Electrical Engineer 1982

Caleb Jonathan Miller  
2012

Illustration courtesy of Leroy Beachy.



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## Quality Management System

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The tradition of craftsmanship was passed on to his son, Jonathan (b.1789) who settled in Charm, Ohio, where he worked on the frontier with a water powered gristmill and sawmill in the 1820s. Born in 1882, Benedict-Emanuel Miller, the great-great-grandson of Christian “Schmidt” Miller operated a blacksmith shop in Sugarcreek, Ohio, while his son, Daniel E. Miller (b. 1911) farmed, operated a sawmill and became an intricate clockmaker.

Daniel ingrained in his family the importance of doing a job completely and correctly. He often stated doing any less would be a breach of principle and bring dishonor upon the family name. This Miller family principle became the founding business philosophy for SUPERB Industries. Daniel’s son, Jonathan (b. 1938), entered the manufacturing arena by mass producing clock springs and wire forms that grew into supplying national brands with precision metal-formed components. Jonathan passed his passion for manufacturing components on to his sons, including present day SUPERB Industries President John Miller (b. 1961).

The family tradition continues with the next generation, John Miller’s son, Daniel (b. 1982) who serves as the SUPERB Industries Vice President of Operations. Today SUPERB is housed in a modern facility with the latest in manufacturing technology. From CNC machining and CAD design, to high speed Bruderer, Bihler, Multi-Slide, and Injection Molding Presses, SUPERB employs technology to produce the high quality precision stampings and engineered components its customers around the world have come to expect. SUPERB remains committed to its values that got their roots in the late 1700s with Christian “Schmidt” Miller and continually refines its methodology. SUPERB9000, its proprietary Quality Management System, combines those principles with ISO 9001:2008 and TS 16949 to form a truly *superb* quality management system.





## Vision

SUPERB's Vision is simple, concise, clear and connected intrinsically to its name to make it memorable:

**“To Be SUPERB—to live up to our Name...**

**...with SUPERB People, Performance, Product, Price, and Profit.”**

The SUPERB Vision articulates an ideal organizational ecosystem in which *superb* people engender *superb* performance to produce *superb* product at a *superb* price for a *superb* profit. It reaches back to the very genesis of SUPERB when *being superb* was merely an ideal in the mind of its founders and reaches forward into infinity as the guiding inspiration for the organization. It serves as the guiding principle in value selection that nurtures the continual development of the organizational tree.

## Mission

SUPERB's mission statement is:

**“Making the World a Better Place...**

- 1) By consistently producing products and services of superior quality at equitable prices
- 2) By providing above average wages and benefits to qualified employees.
- 3) By maintaining a reasonable return on investment for the stockholder

**...one engineered component at a time.”**



## Values

**SUPERB's Value statements are imbedded into our name:**

Superior Craftsmanship

Unbeatable Value

Performance On-Time

Equity, Environment, Empowerment

Refinement

BottomUp Organizational Ecosystem

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

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

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

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

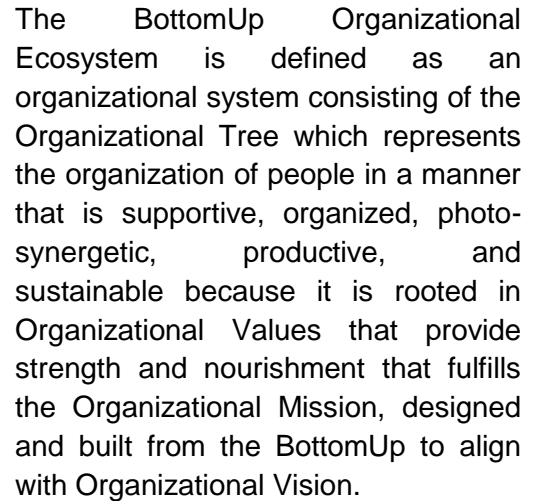
**Empowerment:** SUPERB seeks to empower team members by encouraging them to take ownership of and responsibility for SUPERB's success.

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

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

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





Nature has understood that this is the correct structure since time began. Perhaps, the best illustration of this type of structure in nature is the tree. When one applies the BottomUp Model to the organizational framework of a tree it adds a much richer dimension, including the realization that organizations are not an end in themselves but rather a productive part of a greater ecosystem—hence the BottomUp Organizational Ecosystem.



# Quality Policy Statement

### The SUPERB Quality MIRROR™



The SUPERB Quality MIRROR provides a systematic framework to determine whether established quality objectives reflect our vision, mission and values. The MIRROR provides a sequential process that not only ensures compliance, but also fosters continuous improvement and effectiveness.

**1) Measure:** All SUPERB processes and organizational metrics have defined measurement plans which compare data with values, standards, specifications, and goals.

**2) Improve:** These measurement plans provide empirical data upon which concrete corrective and preventive actions make improvement plans to ensure compliance with standards and specifications.

**3) Refine:** Measurement plans, data, and corrective actions provide an objective platform to move beyond improvement to the refinement of organizational and production processes.

**4) Reflect:** Business plans, management reviews, as well as organizational and individual performance dashboards provide consolidated and granular data for reflection and optimization.

**5) Optimize:** For organizational, individual, and process performance to reach full effectiveness, optimization must follow improvement, refinement, and reflection.

**6) Repeat:** To ensure global organizational and process sustainability requires that this process be continually repeated.

The SUPERB Quality MIRROR™ provides a compelling visual tool to communicate our quality policy throughout the organizational tree to ensure that it is both understood and embraced. It is an essential component of the BottomUp Organization Ecosystem that ensures organizational vitality all the way from the root to the twig where production occurs.





# Management Commitment

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

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**John Miller**, President & Executive Responsible for Quality  
Office (330)852-0500 Cell (330) 283-4447

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**Daniel Miller**, Vice President & Manufacturing Manager  
Office (330)852-0500 Cell (330) 204-1757

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**Jeff Mead**, CFO  
Office (330)852-0500

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**Susan Miller**, Quality Systems Director  
Office (330)852-0500 Cell (330) 204-1756

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**Lee Heilman**, Tool Room Manager  
Office (330)850-0500

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**Frank Gordon**, Quality Control Manager  
Office (330)-852-0500



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## Quality Management System

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### **Scope**

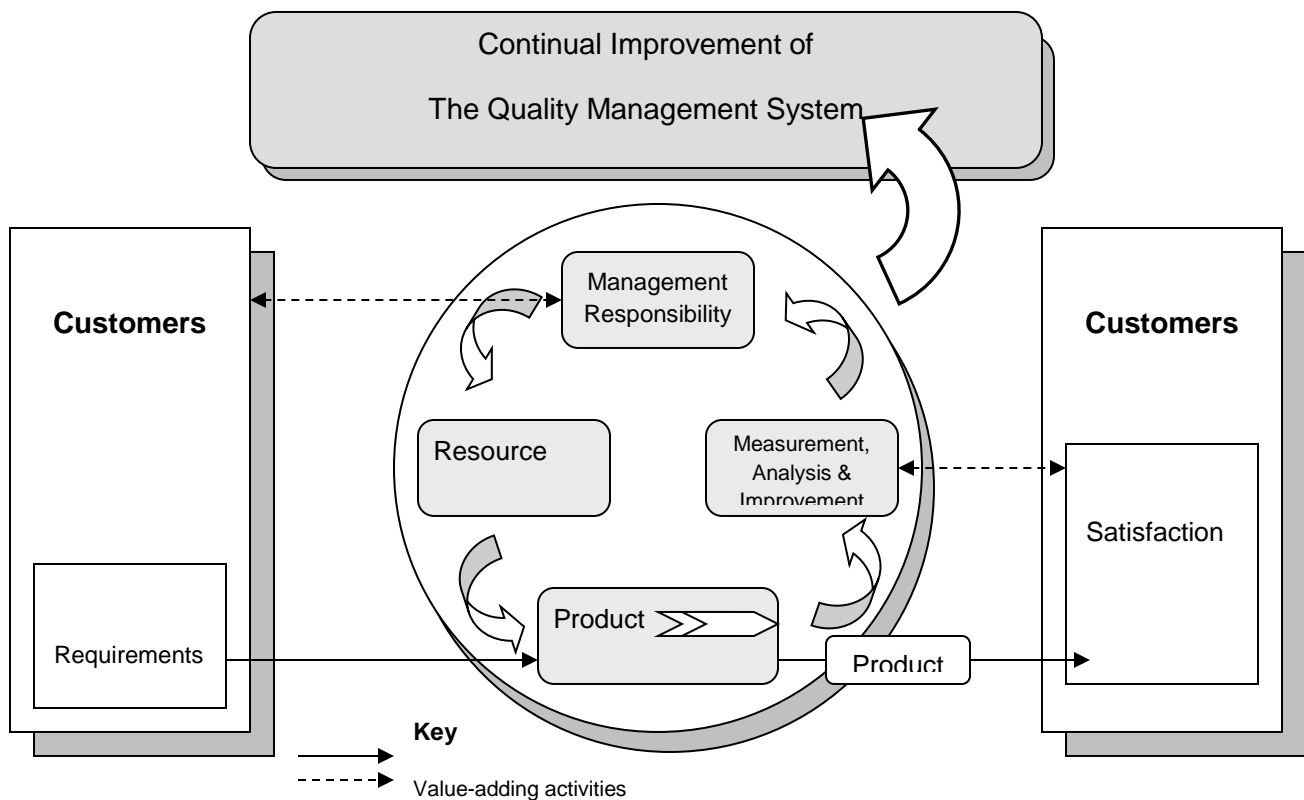
SUPERB is a manufacturer of metal stampings and injection moldings for automotive and commercial customers, without product design per chapter 7.3. SUPERB Industries, Inc. is also a FDA registered medical device manufacturer.



### ISO 9001:2008 and TS 16949

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

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



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



# QUALITY MANAGEMENT SYSTEMS

The SUPERB9000 quality management system is established on our values. As a result, the International Standard ISO 9001:2008 and Technical Specification TS 16949 (without design) become natural tools for analyzing and continually improving the SUPERB9000 system, rather than a foreign system inharmoniously imposed upon the workings of SUPERB Industries, Inc. SUPERB is committed to documenting and implementing SUPERB9000 in accordance with the requirements of this International Standard to measure whether we are living up to our values and adhere to the SUPERB Quality Mirror.

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

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

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

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



# Documentation

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

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

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

The third level consists of **documented procedures**, which are either required by the ISO 9001:2008/TS16949 standard or are necessary for SUPERB's effective planning, operation and control of its processes. To be considered a documented procedure, the procedure must be established, documented, implemented and maintained. This quality manual references these quality procedures as MOP X.XXX, COP X.XXX, or SOP X.XXX, thus linking the second and third levels of documentation. SUPERB has established the procedures required by the standard plus additional ones deemed necessary for the processes that are listed in Exhibit A.

MOP 4.230 Document Control

MOP 4.240 Quality Records

SOP 6.223 Training – Employee Development

SOP 8.220 Internal Audits

SOP 8.300 Control of Non-conforming Product

COP 8.520 Corrective Action

COP 8.530 Preventive Action

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

The fifth level consists of the **records** required by the ISO 9001:2008/TS 16949 standard. These include inspection reports, forms, control charts, reviews, audits and records that provide evidence that the processes identified by the quality management system are effective and reviewed for improvements.





# MANAGEMENT RESPONSIBILITY

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

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

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

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



# RESOURCE MANAGEMENT

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

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

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



# PRODUCT REALIZATION

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

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

## Determination of Requirements Related to the Product

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



## **MEASUREMENT, ANALYSIS & IMPROVEMENT**

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

### **Laboratory Scope**

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

Calibration Scope: Calibration of measuring instruments only. (calipers, micrometers, gage blocks, gage pins, go/no gages, surface plates, height gages, dial indicators, gage fixtures). These instruments are calibrated to gauge masters traceable to NIST.

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

SUPERB Industries also uses accredited laboratory facilities when specified by the customer.

### **Approvals and Revision**

Originator:	John Miller	Date:	4-29-15	
Reviewed By:	Susan Miller	Date:	4-29-15	Original Issue: 02-25-2005
Approved By:	John Miller	Date:	4-29-15	Revision Date: 4-29-15
File Name: <a href="http://iso.superbnet.info/Quality Manual/Quality Manual TS16949 .docx">http://iso.superbnet.info/Quality Manual/Quality Manual TS16949 .docx</a>				



## Quality Management System

### Exhibit A

The processes have been defined as shown in the chart in Exhibit A.

This screenshot of the program in SharePoint defines the Core Processes, the Management Processes and the Support processes and show how they interact.

The procedures listed as MOPXXX, COPXXX, and SOPXXX reference the related activities between the processes and provide the linkage for associated processes and documents.

