Aegis AutoAssure®

QUARTERLY BUSINESS REVIEW

IATF 16949 quality program

Ridgeway Lightweight Structures

Quarter ending 2026-12-31

Review date: 2026-10-08

Prepared for: H. Lindgren (QD), Plant GM

Prepared by: Aegis AutoAssure

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SAMPLE REPORT

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Sample report.

Quarterly Business Review

Ridgeway Lightweight Structures · Quarter ending 2026-12-31 · 2026-10-08

80 issues ranked for action from the records; 17 groups of them share one cause.

The IATF 16949 compliance score is 21. 118 findings open across audits, nonconformances and self-assessment; 4 CAPAs past their due date; 19 measuring instruments past calibration; 10 people with an expired qualification.

QMS snapshot

Every number below is a key figure counted from the registers on 2026-10-08; section 2 says what each measures.

Headline figures

Compliance score — Act

21

Aegis readiness assessment of your records. Not an audit result.

CAPAs open / past due — Act

19 / 4

18 opened more than 30 days ago; on-time closure 50.0%.

NCs open / aged — Act

40 / 34

Aged: detected more than 30 days ago; oldest 210 days.

Calibrations overdue — Act

19

9 more due within 30 days; 2 failed calibration.

Training expired / due — Act

10 / 12

10 people hold an expired qualification; due: expires within 30 days.

Supplier reject PPM — Act

48,365

2,005 of 41,456 units rejected, 12 months; limit 500.

Sub-tier process gaps — Act

3

Sub-tier special processes without current CQI; own processes lapsed: 5.

Compliance score: 21 (act, Aegis readiness assessment of your records. Not an audit result.); CAPAs open / past due: 19 / 4 (act, 18 opened more than 30 days ago; on-time closure 50.0%.); NCs open / aged: 40 / 34 (act, Aged: detected more than 30 days ago; oldest 210 days.); Calibrations overdue: 19 (act, 9 more due within 30 days; 2 failed calibration.); Training expired / due: 10 / 12 (act, 10 people hold an expired qualification; due: expires within 30 days.); Supplier reject PPM: 48,365 (act, 2,005 of 41,456 units rejected, 12 months; limit 500.); Sub-tier process gaps: 3 (act, Sub-tier special processes without current CQI; own processes lapsed: 5.).

How the customer sees the plant

Customer PPM — Act

212 PPM

Helium Leak Escapes; target 0 PPM.

Delivery to the customer — Act

71%

On-Time Delivery; target 95%.

Controlled shipping — Watch

CS1

In force with Ford. From RISK-RDG-02 (risk register). 1 of 2 suspect product cases shipped to a customer; 1 told.

Customer complaints — Act

16

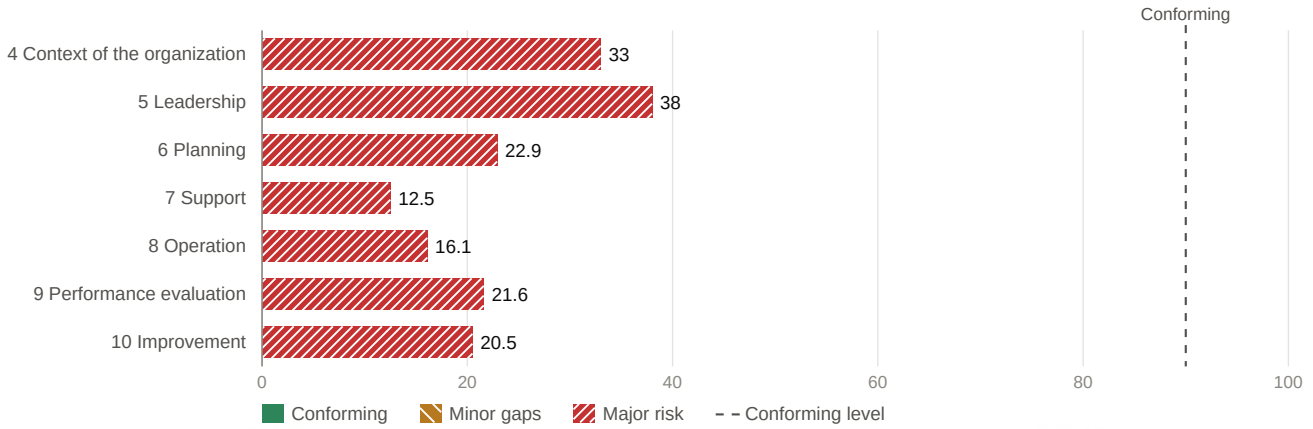
Raised in the last 12 months, 8 still open. From nonconformances raised from a customer complaint.

Customer PPM: 212 PPM (act, Helium Leak Escapes; target 0 PPM.); Delivery to the customer: 71% (act, On-Time Delivery; target 95%.); Controlled shipping: CS1 (watch, In force with Ford. From RISK-RDG-02 (risk register). 1 of 2 suspect product cases shipped to a customer; 1 told.); Customer complaints: 16 (act, Raised in the last 12 months, 8 still open. From nonconformances raised from a customer complaint.).

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Clause scores



Top-level IATF 16949:2016 clause scores: Aegis's proprietary assessment of the documents, evidence and open findings recorded against each clause. Not an audit result, and not a certification decision.

Clause scores: 4 33, 5 38, 6 22.9, 7 12.5, 8 16.1, 9 21.6, 10 20.5. Major risk: 4 (33), 5 (38), 6 (22.9), 7 (12.5), 8 (16.1), 9 (21.6), 10 (20.5).

Every QMS element at a glance

	Current	Due in 30 days	Overdue	Missing
Documents	19	2	2	11
Records	108	n/a	n/a	10
Training	35	12	10	7
Calibration	67	9	19	0
CAPA	5	10	4	0
Nonconformances	5	13	22	0
Suppliers	0	0	10	13
Special processes (CQI)	7	2	7	1
PPAP and layout inspection	7	4	6	4
Internal audits	6	1	0	0
Risk and PFMEA	7	3	0	18
Management review	2	0	0	0

Count: 0 1 to 108, darker is more

Each QMS element's records by state on the report date. Current: in date, or not yet due. n/a: the state does not apply to that element, or its records were not read.

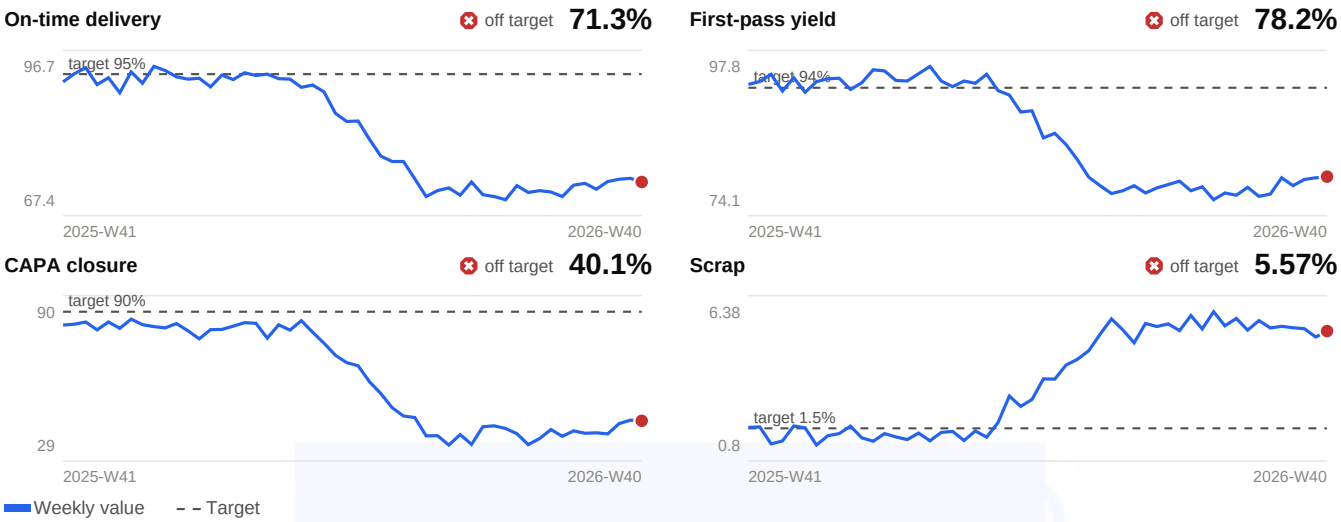
Documents: 19 current, 2 due in 30 days, 2 overdue, 11 missing; Records: 108 current, 10 missing; Training: 35 current, 12 due in 30 days, 10 overdue, 7 missing; Calibration: 67 current, 9 due in 30 days, 19 overdue, 0 missing; CAPA: 5 current, 10 due in 30 days, 4 overdue, 0 missing; Nonconformances: 5 current, 13 due in 30 days, 22 overdue, 0 missing; Suppliers: 0 current, 0 due in 30 days, 10 overdue, 13 missing; Special processes (CQI): 7 current, 2 due in 30 days, 7 overdue, 1 missing; PPAP and layout inspection: 7 current, 4 due in 30 days, 6 overdue, 4 missing; Internal audits: 6 current, 1 due in 30 days, 0 overdue, 0 missing; Risk and PFMEA: 7 current, 3 due in 30 days, 0 overdue, 18 missing; Management review: 2 current, 0 due in 30 days, 0 overdue, 0 missing.

Documents: In force and approved, review date more than 30 days off; review due within 30 days; review date passed; not approved or no review date. Records: Closed records naming where their evidence is kept; those naming none are missing. Training: Qualifications current; expiring within 30 days; expired; assigned and not started. Calibration: Gauges in service due after 30 days; due within 30; past due; no due date. CAPA: Open CAPAs by due date: more than 30 days off; within 30; past due; no due date. Nonconformances: Open nonconformances by due date, as CAPAs. Suppliers: Re-audited within a year; re-audit due within 30 days; past due or under watch (probation, conditional, suspended); never audited. Special processes (CQI): Own processes and sub-tier scope: CQI assessment current; due within 30 days; overdue, or a Needs Immediate Action, late or unrated finding open; no CQI assessment on record. PPAP and layout inspection: PPAP submissions and layout inspection reports: approved and signed, or not yet due; required within 30 days; past the required date, or rejected; approved with no signed warrant or no signatories. Internal audits: Internal audits completed or scheduled more than 30 days off; scheduled within 30 days; scheduled date passed, not completed; no date. Risk and PFMEA: Open risks by due date; missing counts high-priority failure modes no control plan names. Management review: Reviews held in the last year; scheduled within 30 days; one missing when none was held in the year.

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KPI trend



Weekly KPI trend, each on its own scale. Dashed: the scorecard target. The latest week is printed and called on or off target.

On-time delivery 71.3% in 2026-W40 against a target of 95%, off target; First-pass yield 78.2% in 2026-W40 against a target of 94%, off target; CAPA closure 40.1% in 2026-W40 against a target of 90%, off target; Scrap 5.57% in 2026-W40 against a target of 1.5%, off target.

1. Decisions needed at this review

Decision	Why it is needed	Who decides
keep Hocking Brazed Components on the Ford program or resource cooling plates	Linked: SUP-RDG-02, SP-RDG-07	H. Lindgren (QD)
accept the BMW lid rework plan or stop shipping until the fixture is corrected	Linked: CAPA-RDG-004, LAY-RDG-104	E. Vasko

2. Where we stand

Key figures

Measure	Value	What it measures
IATF 16949 compliance score	21	Aegis readiness score: a proprietary assessment of the documents, evidence and open findings recorded against each IATF 16949:2016 clause. Not an audit result, and not a certification decision.
Open findings, all sources	118 (12 audit findings, 40 nonconformances, 66 assessment nonconformities)	Open audit findings, open nonconformances and nonconforming self-assessment answers, together.
Open CAPAs	19	CAPAs not closed or canceled.
Open CAPAs past their due date	4	Open CAPAs whose due date is before the report date.
Open CAPAs opened more than 30 days ago	18	Open CAPAs whose opened date is more than 30 days before the report date.
CAPA on-time closure (%)	50	22 of 44 CAPAs closed in the last 12 months were closed by their due date.

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Measure	Value	What it measures
Open nonconformances	40	Nonconformances not yet closed, at any stage from open to verification.
Open nonconformances detected more than 30 days ago	34	Open nonconformances whose detected date is more than 30 days before the report date.
Oldest open nonconformance (days since detected)	210	Days from the detected date of the oldest open nonconformance to the report date.
Measuring equipment past calibration due date	19	Equipment whose next calibration date has passed.
Measuring equipment due for calibration within 30 days	9	Equipment whose next calibration date is today or in the next 30 days.
Equipment that failed calibration	2	Calibration failures with an impact evaluation raised.
People with an expired qualification	10	Distinct people holding at least one expired qualification.
Qualifications expiring within 30 days	12	Qualification records whose expiry date is today or in the next 30 days.
Layout inspection reports not signed	12	Layout inspection reports neither signed by a reviewer and an approver nor recorded as accepted.
Part submission warrants not signed	5	PPAP submissions whose warrant is not signed.
Special processes at risk	5	Processes whose CQI special process assessment is overdue or was never made, or that carry an open Needs Immediate Action, late or unrated finding.
Sub-tier special processes not verified	3	Special processes performed by a supplier's mapped sub-tier whose CQI assessment is overdue, was never made, or has an open Needs Immediate Action finding.
Customer requirements not flowed down	13	Accepted customer requirements not recorded as flowed to the supplier or the internal process they apply to.
Customer requirements only partly flowed down	6	Of the requirements not recorded as flowed, those the register records as partly in place. Counted within the requirements not flowed down, not beside them.
Supplier reject PPM, from receipts	48365 (2005 rejected, 41456 received)	2,005 of 41,456 units received in the last 12 months were rejected, across all suppliers, per million.
Open suspect product cases	2	Suspect product cases (8.7.1.3) not closed.
Suppliers on probation, conditional or disqualified	10	Suppliers whose status is probation, conditional, disqualified or suspended.

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Scorecard against target

Lane	KPI	Target	Actual	Last review	Status
Launch Readiness	On-Time Delivery	95%	71%	First review	Off target
Launch Readiness	Customer Escalations Open	0	3	First review	Off target
Quality & Scrap	First Pass Yield	94%	77%	First review	Off target
Quality & Scrap	Scrap Rate	1.5%	5.6%	First review	Off target
Quality & Scrap	Helium Leak Escapes	0 PPM	212 PPM	First review	Off target

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Lane	KPI	Target	Actual	Last review	Status
Quality & Scrap	Aging Oven CQI-9 Rating	Satisfactory	Not Satisfactory	First review	Off target
MRB/Approvals	CAPA On-Time Closure	90%	50%	First review	Off target
MRB/Approvals	Open CAPAs >30d	5	18	First review	Off target
PPAP/Change Readiness	Calibration Overdue	0	19	First review	Off target
PPAP/Change Readiness	Operator Cert Current	98%	72%	First review	Off target
Supply Chain Stability	Supplier OTD	95%	74%	First review	Off target

11 of 11 KPIs are off target: On-Time Delivery 71% against 95%; Customer Escalations Open 3 against 0; First Pass Yield 77% against 94%; Scrap Rate 5.6% against 1.5%; Helium Leak Escapes 212 PPM against 0 PPM; Aging Oven CQI-9 Rating Not Satisfactory against Satisfactory; CAPA On-Time Closure 50% against 90%; Open CAPAs >30d 18 against 5; Calibration Overdue 19 against 0; Operator Cert Current 72% against 98%; Supplier OTD 74% against 95%.

Scorecard against the records

KPI	Scorecard	Records	Check
On-Time Delivery	71%	71.3%	Agrees: week 2026-W40 of the weekly KPI trend
First Pass Yield	77%	78.2%	Differs: week 2026-W40 of the weekly KPI trend
Scrap Rate	5.6%	5.57%	Agrees: week 2026-W40 of the weekly KPI trend
CAPA On-Time Closure	50%	50%	Agrees: 22 of 44 CAPAs closed in the last 12 months were closed by their due date
Open CAPAs >30d	18	18	Agrees: open CAPAs raised more than 30 days ago (the log's opened date)
Calibration Overdue	19	19	Agrees: equipment past its calibration due date

How the customers rate the plant

OEM scorecard measure	Value	From
Customer PPM	212 PPM	KPI scorecard: Helium Leak Escapes
Delivery to the customer	71%	KPI scorecard: On-Time Delivery
Controlled shipping status	CS1 in force with Ford	RISK-RDG-02 (risk register); Customer Escalations Open (KPI scorecard)
Customer complaints	16 in the last 12 months, 8 still open	Nonconformance log: nonconformances raised from a customer complaint

3. What changed since the last review

This is the first review on record for this client, so there is no previous quarter to compare against. The figures above are the baseline for the next review.

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4. What we recommend, in priority order

Most pressing first, in the order of Aegis's proprietary prioritization of your findings. The same records always give the same order.

#	Action	Why now	Owner	Clause
1	**Owner H. Lindgren (QD) (7 findings)** • Clear the outstanding containment zones on NCR-RDG-016 and establish whether suspect product shipped • Complete the disposition record for RDG-5109 (MRB-RDG-313) • Complete the disposition record for RDG-5105 (MRB-RDG-321) • Complete the disposition record for RDG-5106 (MRB-RDG-318) • Complete the disposition record for RDG-5105 (MRB-RDG-306) • Complete the disposition record for RDG-5110 (MRB-RDG-316) • Complete the disposition record for RDG-5107 (MRB-RDG-325)	H. Lindgren (QD) owns 7 open items across containment, nonconforming product. Where one person holds every overdue item in several areas, the constraint is capacity, and reassignment will move more than escalation will.	H. Lindgren (QD)	8.7.1.1, 8.7.1.3, 8.7.1.4, 8.7.1.7
2	**Owner S. Kaur (6 findings)** • Clear the outstanding containment zones on NCR-RDG-066 and establish whether suspect product shipped • Re-plan or escalate CAPA-RDG-058: past due and still open • Complete the disposition record for RDG-5107 (MRB-RDG-315) • Complete the disposition record for RDG-5103 (MRB-RDG-322) • Complete the disposition record for RDG-5104 (MRB-RDG-314) • Complete the disposition record for RDG-5115 (MRB-RDG-310)	S. Kaur owns 6 open items across corrective action, containment, nonconforming product. Where one person holds every overdue item in several areas, the constraint is capacity, and reassignment will move more than escalation will.	S. Kaur	8.7.1.1, 8.7.1.3, 8.7.1.4, 8.7.1.7, 10.2.3
3	**Part RDG-5102 (5 findings)** • Complete the open PPAP elements and sign the part submission warrant for RDG-5102 (PPAP-RDG-5102) • Add the High-priority failure modes on RDG-5102 (PFMEA-RDG-5102) to the control plan, each with a control method and reaction plan • Qualify the measurement system (Gage R&R) before relying on the capability result: FSW penetration depth on RDG-5102 measured with MS-1407 • Complete the layout inspection report for RDG-5102 (LAY-RDG-102) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5102 (MRB-RDG-341)	Part RDG-5102 carries 5 findings across APQP, capability, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 5 independent lapses.	Not assigned	7.1.5.1.1, 8.3.4.4, 8.5.1.1, 8.6.2, 8.7.1.7

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#	Action	Why now	Owner	Clause
4	**Part RDG-5105 (6 findings)** • Add the High-priority failure modes on RDG-5105 (PFMEA-RDG-5105) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5105 (MRB-RDG-321) • Complete the disposition record for RDG-5105 (MRB-RDG-306) • Complete the layout inspection report for RDG-5105 (LAY-RDG-105) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5105 (PPAP-RDG-5105) • Complete the disposition record for RDG-5105 (MRB-RDG-342)	Part RDG-5105 carries 6 findings across APQP, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 6 independent lapses.	H. Lindgren (QD)	8.3.4.4, 8.5.1.1, 8.6.2, 8.7.1.4, 8.7.1.7
5	**Supplier Hocking Brazed Components (3 findings)** • Quarantine the material in suspect product case SPR-RDG-002, trace where it went, and notify the customers whose parts share the route • Flow down CSR-RDG-02 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment • Flow down CSR-RDG-01 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment	Supplier Hocking Brazed Components appears in 3 separate findings across customer requirements, traceability. These sit in different registers and read as unrelated; together they describe one source that is not under control, and addressing them as one supplier action closes all 3.	Not assigned	8.4.2.3, 8.4.3.1, 8.7.1.3
6	**Part RDG-5104 (5 findings)** • Add the High-priority failure modes on RDG-5104 (PFMEA-RDG-5104) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5104 (MRB-RDG-303) • Complete the disposition record for RDG-5104 (MRB-RDG-314) • Complete the layout inspection report for RDG-5104 (LAY-RDG-104) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5104 (PPAP-RDG-5104)	Part RDG-5104 carries 5 findings across APQP, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 5 independent lapses.	E. Vasko, S. Kaur	8.3.4.4, 8.5.1.1, 8.6.2, 8.7.1.4
7	**Part RDG-5103 (4 findings)** • Add the High-priority failure modes on RDG-5103 (PFMEA-RDG-5103) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5103 (MRB-RDG-322) • Complete the layout inspection report for RDG-5103 (LAY-RDG-103) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5103 (PPAP-RDG-5103)	Part RDG-5103 carries 4 findings across APQP, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 4 independent lapses.	S. Kaur	8.3.4.4, 8.5.1.1, 8.6.2, 8.7.1.1

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#	Action	Why now	Owner	Clause
8	**Part RDG-5101 (5 findings)** • Add the High-priority failure modes on RDG-5101 (PFMEA-RDG-5101) to the control plan, each with a control method and reaction plan • Complete the layout inspection report for RDG-5101 (LAY-RDG-101) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5101 (PPAP-RDG-5101) • Complete the disposition record for RDG-5101 (MRB-RDG-307) • Complete the disposition record for RDG-5101 (MRB-RDG-343)	Part RDG-5101 carries 5 findings across APQP, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 5 independent lapses.	N. Oyelaran	8.3.4.4, 8.5.1.1, 8.6.2, 8.7.1.4, 8.7.1.7
9	**Part RDG-5110 (4 findings)** • Qualify the measurement system (Gage R&R) before relying on the capability result: Powder coat thickness on RDG-5110 measured with CTG-2710 • Complete the disposition record for RDG-5110 (MRB-RDG-316) • Complete the layout inspection report for RDG-5110 (LAY-RDG-110) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5110 (MRB-RDG-311)	Part RDG-5110 carries 4 findings across capability, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 4 independent lapses.	H. Lindgren (QD), L. Ferreira	7.1.5.1.1, 8.6.2, 8.7.1.4
10	**Part RDG-5106 (4 findings)** • Qualify the measurement system (Gage R&R) before relying on the capability result: Conductivity on RDG-5106 measured with ECM-2911 • Complete the disposition record for RDG-5106 (MRB-RDG-318) • Obtain the customer's concession for RDG-5106 (MRB-RDG-308) before the product is used • Record who reviewed and approved the accepted layout inspection report for RDG-5106 (LAY-RDG-106)	Part RDG-5106 carries 4 findings across capability, layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 4 independent lapses.	H. Lindgren (QD), Eng Auth (pending)	7.1.5.1.1, 8.6.2, 8.7.1.1, 8.7.1.4
11	**Part RDG-5107 (3 findings)** • Complete the disposition record for RDG-5107 (MRB-RDG-315) • Complete the disposition record for RDG-5107 (MRB-RDG-325) • Record who reviewed and approved the accepted layout inspection report for RDG-5107 (LAY-RDG-107)	Part RDG-5107 carries 3 findings across layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 3 independent lapses.	S. Kaur, H. Lindgren (QD)	8.6.2, 8.7.1.1
12	**Part RDG-5109 (3 findings)** • Complete the disposition record for RDG-5109 (MRB-RDG-313) • Record who reviewed and approved the accepted layout inspection report for RDG-5109 (LAY-RDG-109) • Complete the disposition record for RDG-5109 (MRB-RDG-312)	Part RDG-5109 carries 3 findings across layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 3 independent lapses.	H. Lindgren (QD), P. Ionescu	8.6.2, 8.7.1.4

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13	**Part RDG-5108 (2 findings)** • Complete the disposition record for RDG-5108 (MRB-RDG-305) • Complete the layout inspection report for RDG-5108 (LAY-RDG-108) and have it signed by a reviewer and an approver	Part RDG-5108 carries 2 findings across layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 2 independent lapses.	D. Morrow	8.6.2, 8.7.1.4
14	**Owner N. Oyelaran (2 findings)** • Re-plan or escalate CAPA-RDG-057: past due and still open • Complete the disposition record for RDG-5101 (MRB-RDG-307)	N. Oyelaran owns 2 open items across corrective action, nonconforming product. Where one person holds every overdue item in several areas, the constraint is capacity, and reassignment will move more than escalation will.	N. Oyelaran	8.7.1.7, 10.2.3
15	**Owner P. Ionescu (2 findings)** • Re-plan or escalate CAPA-RDG-060: past due and still open • Complete the disposition record for RDG-5109 (MRB-RDG-312)	P. Ionescu owns 2 open items across corrective action, nonconforming product. Where one person holds every overdue item in several areas, the constraint is capacity, and reassignment will move more than escalation will.	P. Ionescu	8.7.1.4, 10.2.3
16	**Part RDG-5112 (2 findings)** • Complete the layout inspection report for RDG-5112 (LAY-RDG-112) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5112 (MRB-RDG-309)	Part RDG-5112 carries 2 findings across layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 2 independent lapses.	T. Marchetti	8.6.2, 8.7.1.4
17	**Part RDG-5115 (2 findings)** • Complete the layout inspection report for RDG-5115 (LAY-RDG-115) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5115 (MRB-RDG-310)	Part RDG-5115 carries 2 findings across layout inspection, nonconforming product. A single part accumulating issues in several controls usually means the process was released before it was ready, rather than 2 independent lapses.	S. Kaur	8.6.2, 8.7.1.7
18	Quarantine the material in suspect product case SPR-RDG-001, trace where it went, and notify the customers whose parts share the route	Case SPR-RDG-001 is recorded against this scope. Until it is dispositioned, product from the same supply route is suspect, and every customer that route reached may need to be notified.	Not assigned	8.7.1.3
19	Contain the parts made through Artificial Aging — Aging Oven 2, Friction Stir Welding — Floor Panel Cell, Powder Coat — Busbar Covers and Shields, Vacuum Brazing — Cooling Plates (Hocking Brazed Components) and close its Needs Immediate Action findings	4 records; for example: Friction Stir Welding — Floor Panel Cell is performed and the parts that need it are at risk: 1 open Needs Immediate Action finding. A special process is one whose result cannot be verified by inspection afterwards, which is why the CQI special process assessment (CQI-15) is the control.	Not assigned	4.3.2, 8.5.1
20	Contain the parts Fremont Impregnation & Heat Treat (heat treating for Sandusky Die Casting) treated and close its Needs Immediate Action findings	Fremont Impregnation & Heat Treat performs heat treating for Sandusky Die Casting, and its CQI-9 assessment has 1 open Needs Immediate Action finding. The customer-specific requirements reach past the direct supplier to whoever performs the special process, so the parts it treats are at the same risk as the supplier's own.	Not assigned	8.4.2.1

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Sample report.

#	Action	Why now	Owner	Clause
21	Finish the impact evaluation for Helium Leak Detector (vacuum chamber) (CAL-RDG-01), Measuring Microscope (FSW macro-etch) (CAL-RDG-06): identify product accepted on its measurements since the last good calibration and disposition it	2 records; for example: Measuring Microscope (FSW macro-etch) (CAL-RDG-06) failed calibration and the impact evaluation is not complete. Every measurement taken with it since its last passing calibration is in doubt. Product accepted on those measurements has not been dispositioned.	Not assigned	7.1.5.2.1
22	Have Mercer Fastener Finishing (plating for Keystone Fastening Systems), Mercer Fastener Finishing (heat treating for Keystone Fastening Systems) assessed to its CQI special process standard, or move the work to an assessed source	2 records; for example: Mercer Fastener Finishing performs heat treating for Keystone Fastening Systems, and no CQI-9 assessment is on record. The customer-specific requirements reach past the direct supplier to whoever performs the special process, so the parts it treats are at the same risk as the supplier's own.	Not assigned	8.4.2.1
23	Complete the CQI special process assessment of Outsourced Aging (Maumee Thermal Processing)	Outsourced Aging (Maumee Thermal Processing) is performed and the parts that need it are at risk: CQI-9 assessment was due 2026-07-06. A special process is one whose result cannot be verified by inspection afterwards, which is why the CQI special process assessment (CQI-9) is the control.	Not assigned	4.3.2
24	Flow down CSR-RDG-11 (Ford) to Cuyahoga Extrusions, CSR-RDG-12 (BMW) to Portage Precision Machining, CSR-RDG-15 (BMW) to Maumee Thermal Processing, CSR-RDG-16 (Mercedes-Benz) to Ashtabula Anodizing, and record the supplier's acknowledgment	4 records; for example: BMW requirement CSR-RDG-12 — Right of access for BMW and its supplier quality engineers — is not recorded as flowed to Portage Precision Machining: Recorded as Partial in the register: not all of it is in place. A requirement the organization took on and did not pass on is a requirement nobody is meeting.	Not assigned	4.3.2, 8.4.2.3, 8.4.3.1
25	Implement CSR-RDG-03 (Ford) in Change Control, CSR-RDG-04 (BMW) in PPAP, CSR-RDG-05 (BMW) in Inspection, CSR-RDG-06 (Mercedes-Benz) in Traceability, CSR-RDG-07 (Mercedes-Benz) in Launch, CSR-RDG-09 (BMW) in Powder Coat, CSR-RDG-10 (Ford) in FSW, and record the evidence	7 records; for example: BMW requirement CSR-RDG-05 — Measurement systems analysis for every gauge in the control plan — is not recorded as in place in Inspection: No Gage R&R on file for the laser scanner or the conductivity meter. A requirement the organization took on and did not put in place is a requirement nobody is meeting.	Not assigned	7.1.5.1.1, 7.2.1, 8.3.4.4, 8.5.1, 8.5.2.1, 8.5.6.1
26	Re-plan or escalate CAPA-RDG-059: past due and still open	CAPA-RDG-059 (CMT weld porosity — RDG-5116) is 19 days past its due date and still open. An overdue corrective action is the finding an auditor uses to question whether the system corrects anything.	C. Ibsen	10.2.3
27	Complete the layout inspection report for RDG-5113 (LAY-RDG-113), RDG-5114 (LAY-RDG-114), RDG-5116 (LAY-RDG-116) and have it signed by a reviewer and an approver	3 records; for example: The layout inspection report LAY-RDG-114 for RDG-5114 has no completed reviewer and approver signature, and cannot be signed until: 70 of 74 characteristics are measured; every one must be measured against its specification before the report is signed.	Not assigned	8.6.2

SAMPLE REPORT

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Sample report.

#	Action	Why now	Owner	Clause
28	Record who reviewed and approved the accepted layout inspection report for RDG-5111 (LAY-RDG-111)	The layout inspection report LAY-RDG-111 for RDG-5111 is recorded as accepted, but no reviewer or approver is recorded against it. An auditor will ask who signed it.	Not assigned	8.6.2

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Sample report.

Why these are one problem

Shared cause	What closes it	Areas
Owner H. Lindgren (QD) (7 findings)	• Clear the outstanding containment zones on NCR-RDG-016 and establish whether suspect product shipped • Complete the disposition record for RDG-5109 (MRB-RDG-313) • Complete the disposition record for RDG-5105 (MRB-RDG-321) • Complete the disposition record for RDG-5106 (MRB-RDG-318) • Complete the disposition record for RDG-5105 (MRB-RDG-306) • Complete the disposition record for RDG-5110 (MRB-RDG-316) • Complete the disposition record for RDG-5107 (MRB-RDG-325)	Containment, nonconforming product
Owner S. Kaur (6 findings)	• Clear the outstanding containment zones on NCR-RDG-066 and establish whether suspect product shipped • Re-plan or escalate CAPA-RDG-058: past due and still open • Complete the disposition record for RDG-5107 (MRB-RDG-315) • Complete the disposition record for RDG-5103 (MRB-RDG-322) • Complete the disposition record for RDG-5104 (MRB-RDG-314) • Complete the disposition record for RDG-5115 (MRB-RDG-310)	Corrective action, containment, nonconforming product
Part RDG-5102 (5 findings)	• Complete the open PPAP elements and sign the part submission warrant for RDG-5102 (PPAP-RDG-5102) • Add the High-priority failure modes on RDG-5102 (PFMEA-RDG-5102) to the control plan, each with a control method and reaction plan • Qualify the measurement system (Gage R&R) before relying on the capability result: FSW penetration depth on RDG-5102 measured with MS-1407 • Complete the layout inspection report for RDG-5102 (LAY-RDG-102) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5102 (MRB-RDG-341)	APQP, capability, layout inspection, nonconforming product
Part RDG-5105 (6 findings)	• Add the High-priority failure modes on RDG-5105 (PFMEA-RDG-5105) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5105 (MRB-RDG-321) • Complete the disposition record for RDG-5105 (MRB-RDG-306) • Complete the layout inspection report for RDG-5105 (LAY-RDG-105) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5105 (PPAP-RDG-5105) • Complete the disposition record for RDG-5105 (MRB-RDG-342)	APQP, layout inspection, nonconforming product
Supplier Hocking Brazed Components (3 findings)	• Quarantine the material in suspect product case SPR-RDG-002, trace where it went, and notify the customers whose parts share the route • Flow down CSR-RDG-02 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment • Flow down CSR-RDG-01 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment	Customer requirements, traceability
Part RDG-5104 (5 findings)	• Add the High-priority failure modes on RDG-5104 (PFMEA-RDG-5104) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5104 (MRB-RDG-303) • Complete the disposition record for RDG-5104 (MRB-RDG-314) • Complete the layout inspection report for RDG-5104 (LAY-RDG-104) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5104 (PPAP-RDG-5104)	APQP, layout inspection, nonconforming product

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Sample report.

Shared cause	What closes it	Areas
Part RDG-5103 (4 findings)	• Add the High-priority failure modes on RDG-5103 (PFMEA-RDG-5103) to the control plan, each with a control method and reaction plan • Complete the disposition record for RDG-5103 (MRB-RDG-322) • Complete the layout inspection report for RDG-5103 (LAY-RDG-103) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5103 (PPAP-RDG-5103)	APQP, layout inspection, nonconforming product
Part RDG-5101 (5 findings)	• Add the High-priority failure modes on RDG-5101 (PFMEA-RDG-5101) to the control plan, each with a control method and reaction plan • Complete the layout inspection report for RDG-5101 (LAY-RDG-101) and have it signed by a reviewer and an approver • Complete the open PPAP elements and sign the part submission warrant for RDG-5101 (PPAP-RDG-5101) • Complete the disposition record for RDG-5101 (MRB-RDG-307) • Complete the disposition record for RDG-5101 (MRB-RDG-343)	APQP, layout inspection, nonconforming product
Part RDG-5110 (4 findings)	• Qualify the measurement system (Gage R&R) before relying on the capability result: Powder coat thickness on RDG-5110 measured with CTG-2710 • Complete the disposition record for RDG-5110 (MRB-RDG-316) • Complete the layout inspection report for RDG-5110 (LAY-RDG-110) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5110 (MRB-RDG-311)	Capability, layout inspection, nonconforming product
Part RDG-5106 (4 findings)	• Qualify the measurement system (Gage R&R) before relying on the capability result: Conductivity on RDG-5106 measured with ECM-2911 • Complete the disposition record for RDG-5106 (MRB-RDG-318) • Obtain the customer's concession for RDG-5106 (MRB-RDG-308) before the product is used • Record who reviewed and approved the accepted layout inspection report for RDG-5106 (LAY-RDG-106)	Capability, layout inspection, nonconforming product
Part RDG-5107 (3 findings)	• Complete the disposition record for RDG-5107 (MRB-RDG-315) • Complete the disposition record for RDG-5107 (MRB-RDG-325) • Record who reviewed and approved the accepted layout inspection report for RDG-5107 (LAY-RDG-107)	Layout inspection, nonconforming product
Part RDG-5109 (3 findings)	• Complete the disposition record for RDG-5109 (MRB-RDG-313) • Record who reviewed and approved the accepted layout inspection report for RDG-5109 (LAY-RDG-109) • Complete the disposition record for RDG-5109 (MRB-RDG-312)	Layout inspection, nonconforming product
Part RDG-5108 (2 findings)	• Complete the disposition record for RDG-5108 (MRB-RDG-305) • Complete the layout inspection report for RDG-5108 (LAY-RDG-108) and have it signed by a reviewer and an approver	Layout inspection, nonconforming product
Owner N. Oyelaran (2 findings)	• Re-plan or escalate CAPA-RDG-057: past due and still open • Complete the disposition record for RDG-5101 (MRB-RDG-307)	Corrective action, nonconforming product
Owner P. Ionescu (2 findings)	• Re-plan or escalate CAPA-RDG-060: past due and still open • Complete the disposition record for RDG-5109 (MRB-RDG-312)	Corrective action, nonconforming product
Part RDG-5112 (2 findings)	• Complete the layout inspection report for RDG-5112 (LAY-RDG-112) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5112 (MRB-RDG-309)	Layout inspection, nonconforming product
Part RDG-5115 (2 findings)	• Complete the layout inspection report for RDG-5115 (LAY-RDG-115) and have it signed by a reviewer and an approver • Complete the disposition record for RDG-5115 (MRB-RDG-310)	Layout inspection, nonconforming product

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Sample report.

5. Action plan

13 open of 13 on the action register; 7 past their due date.

Action	Owner	Due	Priority	Done when	State
[ACT-RDG-001] Stand up the recovery room — 6:30 AM review of yesterday's leak and FSW results — linked: All CAPAs	Recovery Lead	2026-10-05	High	Not defined	Overdue 3d
[ACT-RDG-004] Hold every cooling plate tested on HLD-3301 since its last good verification — linked: CAL-RDG-01, CAL-RDG-02	S. Kaur	2026-10-05	High	Not defined	Overdue 3d
[ACT-RDG-003] Borrow a certified helium reference leak and re-verify every detector — linked: CAPA-RDG-006, RISK-RDG-07	F. Calloway	2026-10-06	High	Not defined	Overdue 2d
[ACT-RDG-005] Send Ford the containment and bounding plan for the leak escapes — linked: CAPA-RDG-001, RISK-RDG-02	S. Kaur	2026-10-06	Critical	Not defined	Overdue 2d
[ACT-RDG-002] Merge the legacy eQMS and the spreadsheet registers into one CAPA list and rank all 19 open — linked: CAPA-RDG-001 through 012	H. Lindgren (QD)	2026-10-07	High	Not defined	Overdue 1d
[ACT-RDG-012] Load the plant's registers into Aegis AutoAssure® and publish the baseline — linked: KPI Scorecard	Recovery Lead	2026-10-07	Medium	Not defined	Overdue 1d
[ACT-RDG-015] Quarantine adhesive drums by batch and add expiry checks at the dispense station — linked: CAPA-RDG-010, MRB-RDG-307	N. Oyelaran	2026-10-07	Medium	Not defined	Overdue 1d
[ACT-RDG-013] Submit the FSW tool source change to Ford for approval — linked: CAPA-RDG-011, SUP-RDG-08	P. Ionescu	2026-10-12	Critical	Not defined	On track
[ACT-RDG-008] Build the recertification gap analysis — the ten findings most likely to be majors — linked: RISK-RDG-01	H. Lindgren (QD)	2026-10-14	High	Not defined	On track
[ACT-RDG-010] Re-survey Aging Oven 2 and run the SATs on Furnace 1 — linked: CAPA-RDG-005, SP-RDG-02	C. Ibsen	2026-10-14	High	Not defined	On track
[ACT-RDG-014] Schedule the second Mercedes-Benz run-at-rate — linked: CAPA-RDG-008, RISK-RDG-09	D. Morrow	2026-10-19	Medium	Not defined	On track

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Sample report.

Action	Owner	Due	Priority	Done when	State
[ACT-RDG-007] Qualify the FSW operators to ISO 25239-3; pull unqualified operators off the floor panel cell — linked: CAPA-RDG-007	M. Whitlock	2026-10-21	High	Not defined	On track
[ACT-RDG-009] Rebuild July 2025 genealogy from the leak testers' local logs and shipping records — linked: CAPA-RDG-003, RISK-RDG-05	J. Pemberton	2026-10-21	High	Not defined	On track

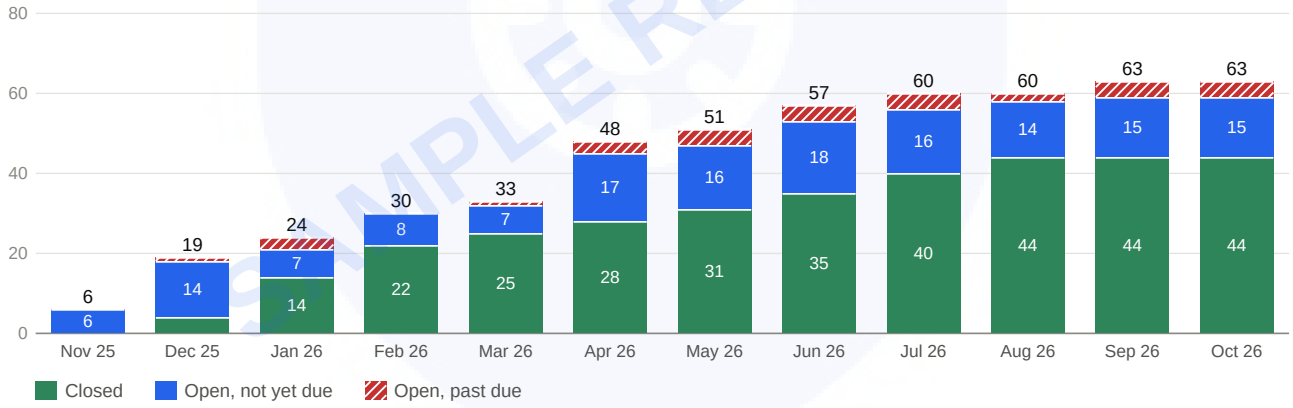
13 open actions have no completion criterion. An action without one cannot be shown to be done; agree it at this review.

6. Escalation

No escalation triggers are defined, so nothing escalates automatically when a KPI or action slips. Agree the thresholds and who they notify at this review.

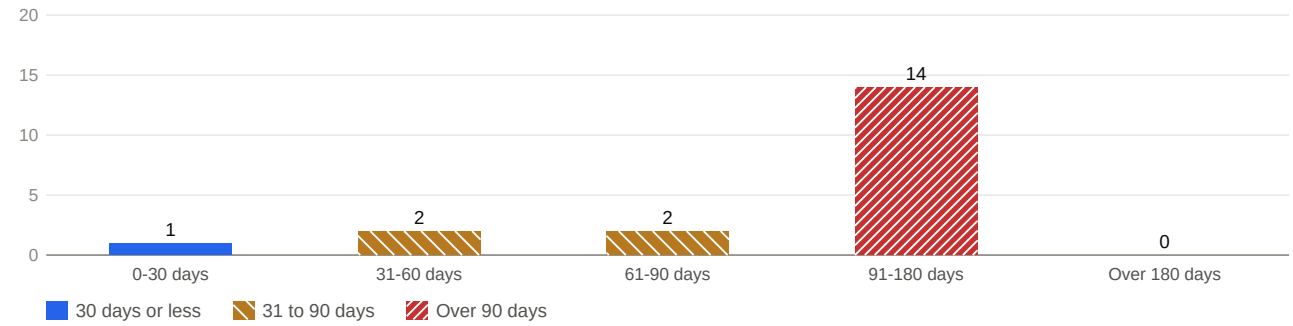
7. The QMS, element by element

Corrective action (CAPA)



The CAPA register at each month end, from its opened, closed and due dates; the last month ends on the report date.

CAPAs at Oct 26 (report date): 44 closed, 15 open and not yet due, 4 past due; at Nov 25: 0 closed, 6 open, 0 past due.



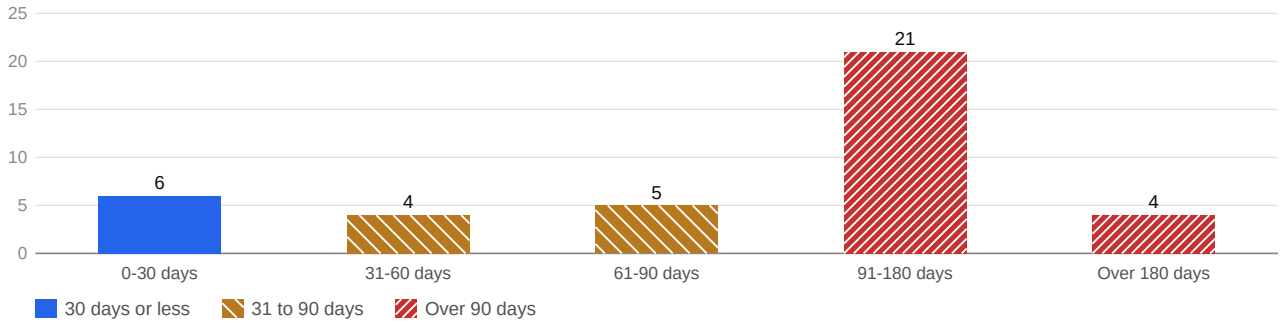
Open CAPAs by days since opened.

19 open CAPAs by age: 1 0-30 days, 2 31-60 days, 2 61-90 days, 14 91-180 days, 0 Over 180 days.

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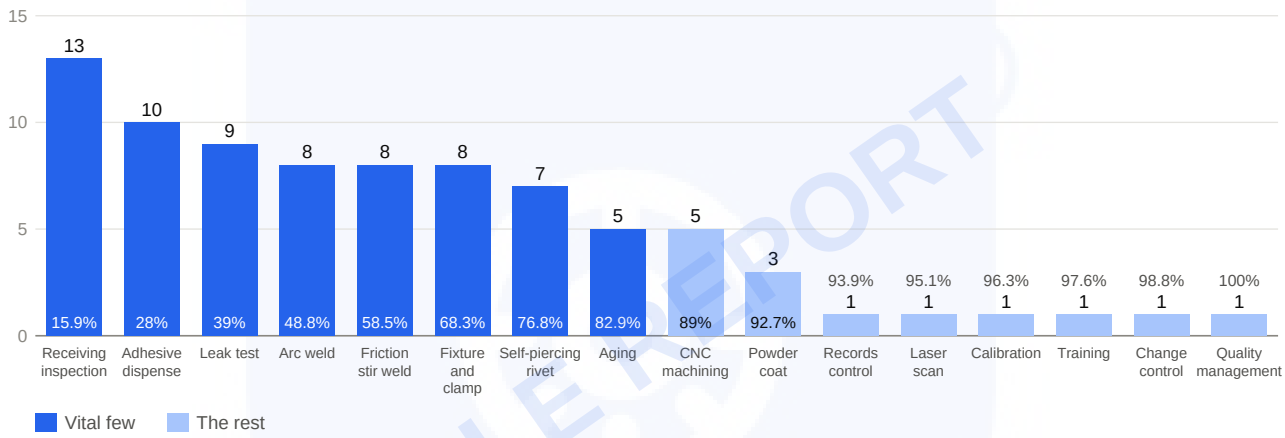
Sample report.

Nonconformances



Open nonconformances by days since detected.

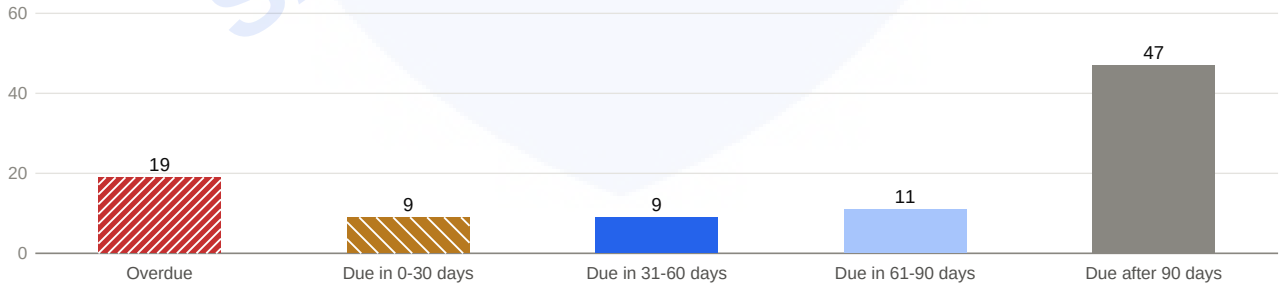
40 open nonconformances by age: 6 0-30 days, 4 31-60 days, 5 61-90 days, 21 91-180 days, 4 Over 180 days.



82 nonconformances. Dark bars are the vital few (together 80%); the percentage in each bar is the cumulative share, largest first.

82 nonconformances: 8 of 16 account for 82.9%: Receiving inspection (13), Adhesive dispense (10), Leak test (9), Arc weld (8), Friction stir weld (8), Fixture and clamp (8), Self-piercing rivet (7), Aging (5).

Calibration

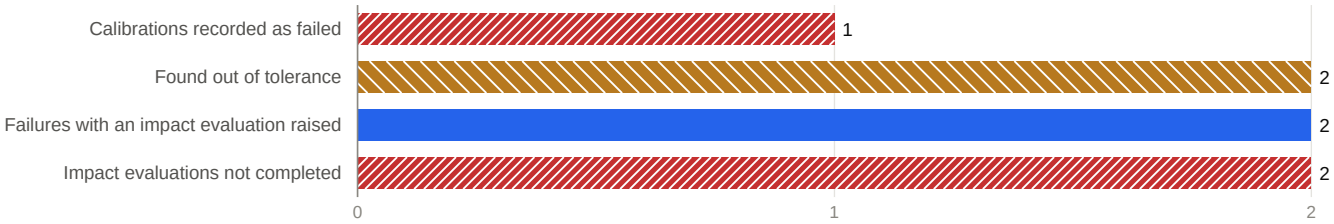


Measuring equipment in service by when its next calibration falls due from the report date. Overdue is as your calibration register records it.

95 gauges in service: 19 overdue, 9 due in 0-30 days, 9 due in 31-60 days, 11 due in 61-90 days, 47 due after 90 days.

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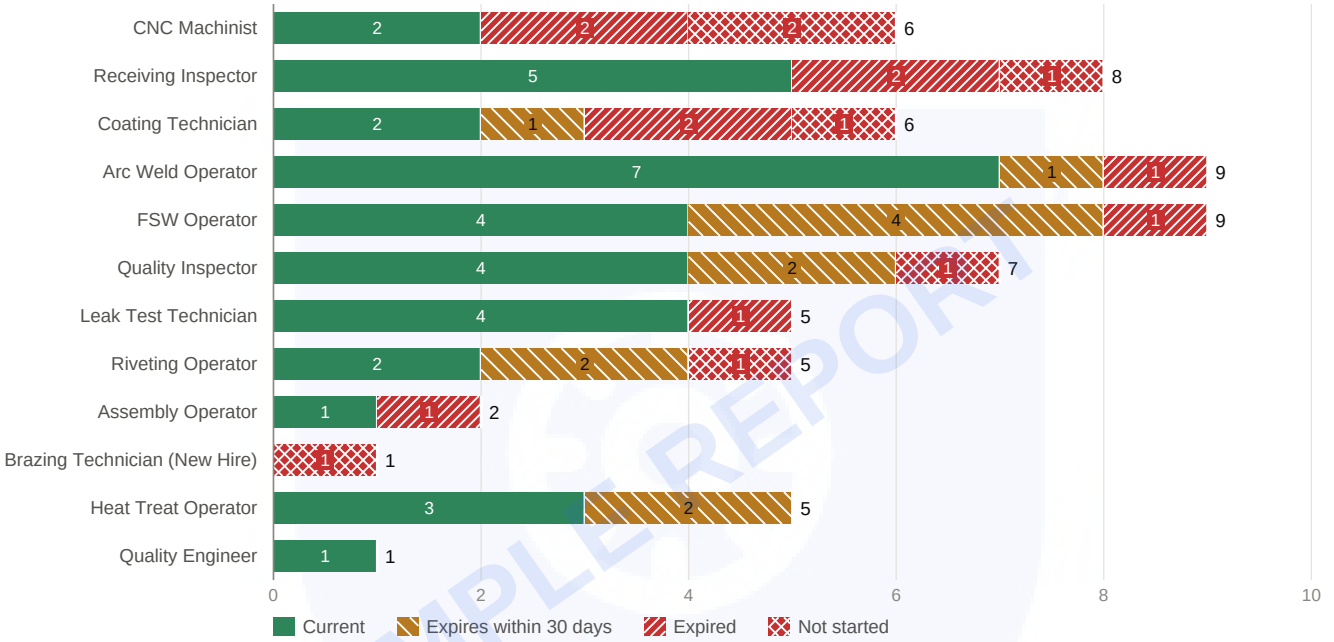
Sample report.



From 89 calibrations recorded in the 12 months to the report date, and the impact evaluations raised for failures.

89 calibrations in 12 months: 1 failed, 2 found out of tolerance; 2 impact evaluations raised, 2 not completed.

Training and qualification



Qualifications held, by the holder's role in the training matrix, on the report date. Not started: assigned and not yet begun.

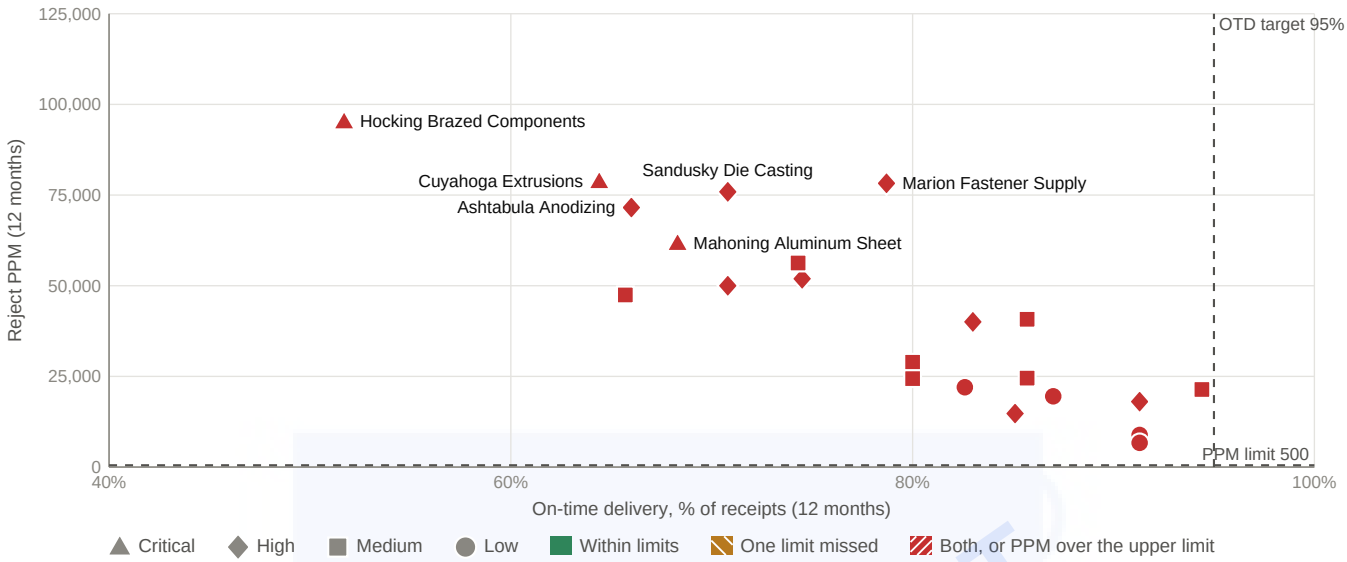
CNC Machinist: 2 current, 2 expired, 2 not started; Receiving Inspector: 5 current, 2 expired, 1 not started; Coating Technician: 2 current, 1 expires within 30 days, 2 expired, 1 not started; Arc Weld Operator: 7 current, 1 expires within 30 days, 1 expired; FSW Operator: 4 current, 4 expires within 30 days, 1 expired; Quality Inspector: 4 current, 2 expires within 30 days, 1 not started; Leak Test Technician: 4 current, 1 expired; Riveting Operator: 2 current, 2 expires within 30 days, 1 not started; Assembly Operator: 1 current, 1 expired; Brazing Technician (New Hire): 1 not started; Heat Treat Operator: 3 current, 2 expires within 30 days; Quality Engineer: 1 current.

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Sample report.

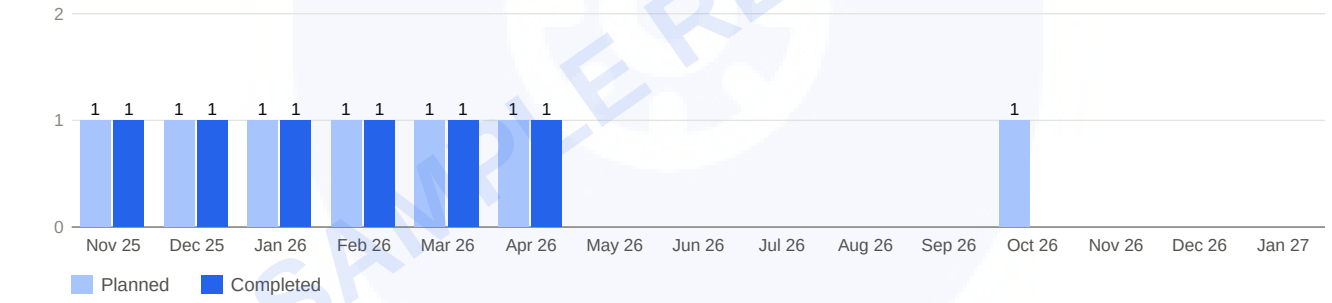
Suppliers



Each supplier with receipts: delivery and rejects from its receipts. Marker shape is the criticality on the supplier list; the furthest out are named.

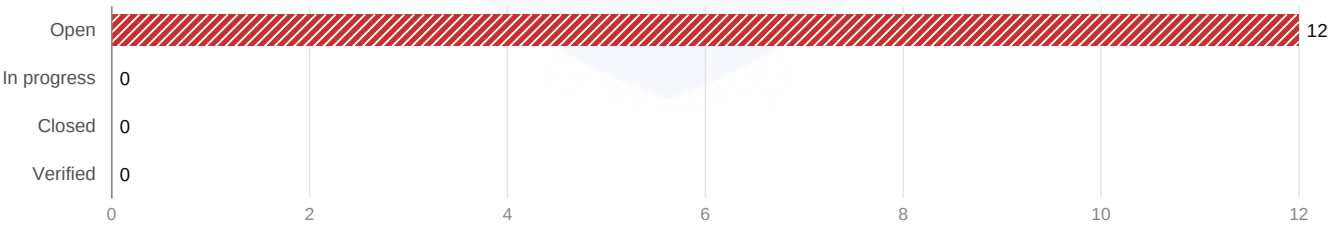
22 suppliers with receipts, 22 missing a limit. Furthest out: Hocking Brazed Components 51.7% on time, 95,168 PPM (critical); Cuyahoga Extrusions 64.4% on time, 78,696 PPM (critical); Ashtabula Anodizing 66% on time, 71,560 PPM (high); Sandusky Die Casting 70.8% on time, 75,893 PPM (high); Mahoning Aluminum Sheet 68.3% on time, 61,640 PPM (critical); Marion Fastener Supply 78.7% on time, 78,239 PPM (high).

Internal audits



Internal audit program: audits scheduled in each month and audits completed in it, twelve months back and three ahead.

7 internal audits scheduled and 6 completed from Nov 25 to Jan 27.



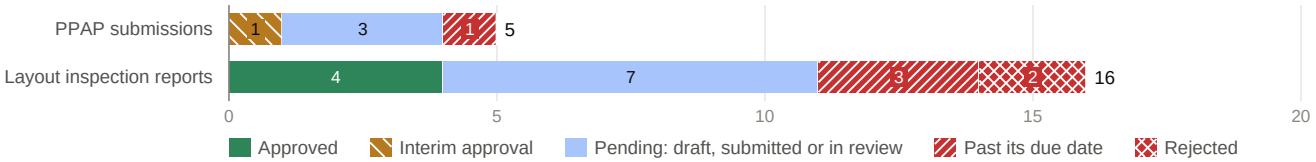
Audit findings by status, internal, external and customer.

12 audit findings: 12 open, 0 in progress, 0 closed, 0 verified.

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Sample report.

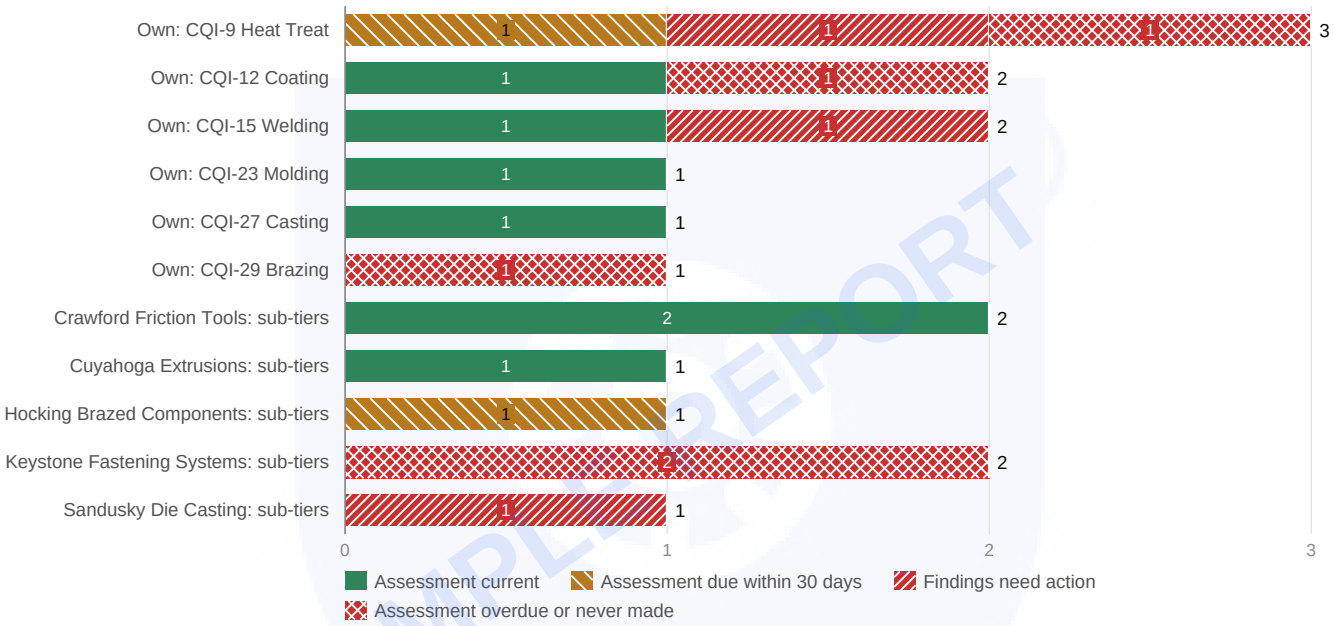
PPAP and layout inspection



PPAP submissions and layout inspection reports by state on the report date. Past its due date: not approved and the required or due date has passed. A PPAP is the customer's decision; this shows what the plant's registers record.

PPAP submissions: 1 interim approval, 3 pending, 1 past its due date; Layout inspection reports: 4 approved, 7 pending, 3 past its due date, 2 rejected. 5 part submission warrants not signed.

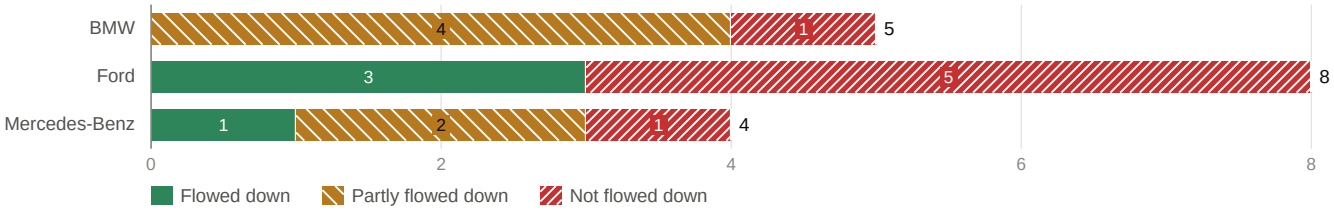
CQI special process assessments



The organization's own special processes by CQI standard, and the special processes each supplier's sub-tiers perform, by assessment state. A CQI assessment is the customer's requirement and the organization's own check, not a certificate.

Own: CQI-9 Heat Treat: 1 assessment due within 30 days, 1 findings need action, 1 assessment overdue or never made; Own: CQI-12 Coating: 1 assessment current, 1 assessment overdue or never made; Own: CQI-15 Welding: 1 assessment current, 1 findings need action; Own: CQI-23 Molding: 1 assessment current; Own: CQI-27 Casting: 1 assessment current; Own: CQI-29 Brazing: 1 assessment overdue or never made; Crawford Friction Tools: sub-tiers: 2 assessment current; Cuyahoga Extrusions: sub-tiers: 1 assessment current; Hocking Brazed Components: sub-tiers: 1 assessment due within 30 days; Keystone Fastening Systems: sub-tiers: 2 assessment overdue or never made; Sandusky Die Casting: sub-tiers: 1 findings need action. 8 without a current assessment or with findings to close: 5 own, 3 sub-tier.

Customer-specific requirements



Customer-specific requirements by whether they reached the supplier or the process they apply to, by customer, from the flow-down register. Partly flowed down: the register records part of it in place.

17 customer-specific requirements: 4 flowed down, 6 partly, 7 not flowed down; 13 are not fully in place.

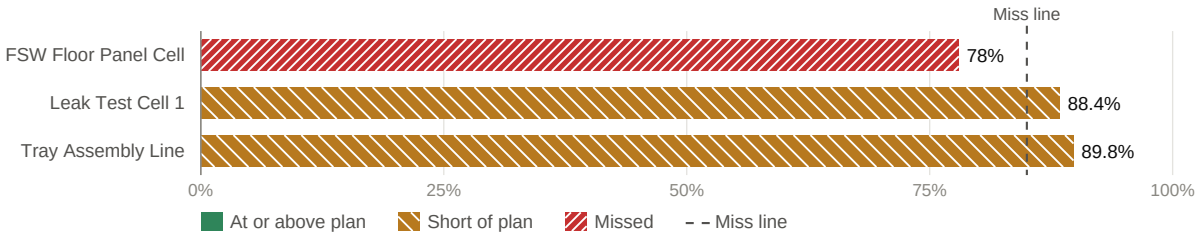
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Sample report.

8. The floor, material review and the supply base

The floor, hour by hour

30 hour-by-hour boards: 2187 made against a plan of 2560 for the hours recorded (85.4% attainment); 130 hours missed and 59 escalations.



Actual as a share of plan for the hours recorded, every shift. Dashed: the miss line.

Attainment to plan: FSW Floor Panel Cell 78%, Leak Test Cell 1 88.4%, Tray Assembly Line 89.8%.

Cell	09-14	09-15	09-16	09-17	09-18	Week	No reason written	Missed twice running
FSW Floor Panel Cell	77%	79%	79%	76%	79%	78%	12	15
Leak Test Cell 1	88%	91%	89%	91%	84%	88.4%	7	5
Tray Assembly Line	88%	88%	90%	91%	94%	89.8%	8	12

Every escalation, by hour, is on the Floor board page and in the Audit Defense Pack's 13_Operations workbook; 59 escalations this period.

Shift handover: issues still open

Cell	Logged	Shift	Type	Issue	Assigned to	Days open
FSW Floor Panel Cell	2026-09-15	1st	quality	First RDG-5102 macro-etch of the shift shows a tunnel void at seam 3; panels since the last good etch quarantined, NCR-RDG-231 raised and MRB requested	Quality engineering (T. Marchetti)	23
Leak Test Cell 1	2026-09-16	2nd	equipment	HLD-3301 failed its start-of-shift check against the reference leak; cooling plates tested since 15:00 held for re-test	Metrology (F. Calloway)	22
Tray Assembly Line	2026-09-17	1st	material	Cuyahoga side sills short 40 pieces on today's delivery; the Mercedes-Benz tray build moved to Friday	Supplier quality (S. Kaur)	21
Tray Assembly Line	2026-09-18	2nd	quality	Adhesive drum 2 opened past its shelf-life date; bead laid 16:40 to 17:20 to be removed and re-applied	Production (N. Oyelaran)	20

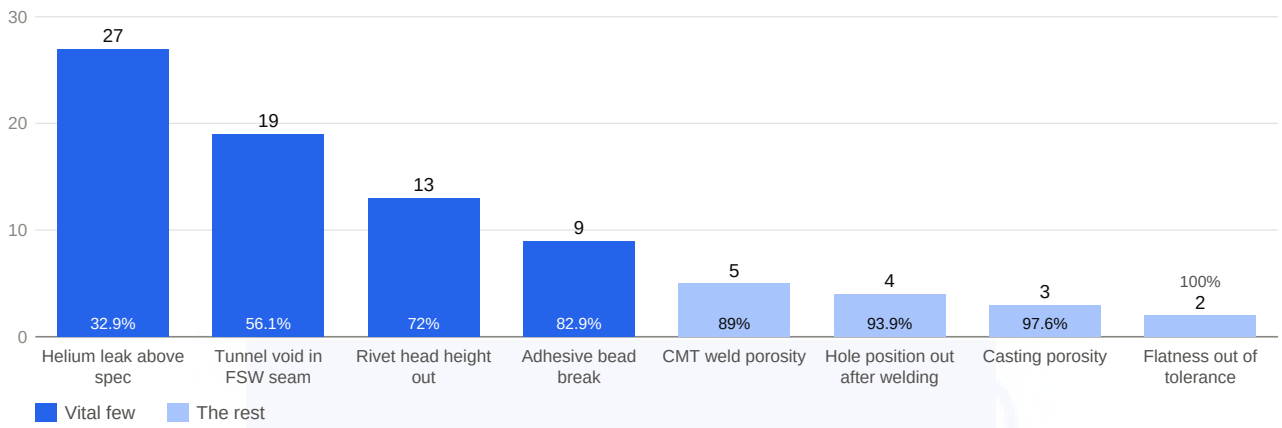
SAMPLE REPORT

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Sample report.

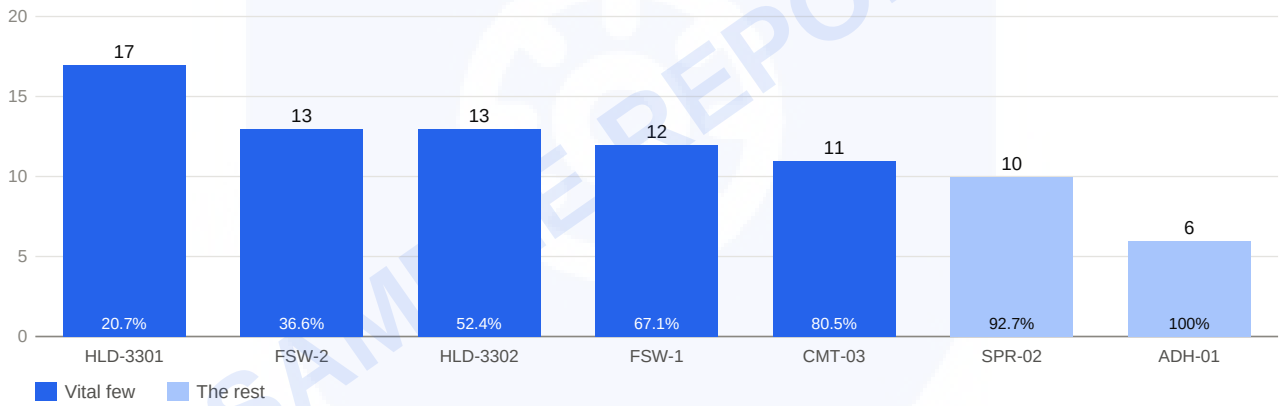
Where the scrap comes from

82 parts scrapped over 52 entries. 4 of 8 reasons make up 82.9%: Helium leak above spec (27), Tunnel void in FSW seam (19), Rivet head height out (13), Adhesive bead break (9).



82 parts scrapped, by reason. Dark bars are the vital few (together 80%); the percentage in each bar is the cumulative share, largest first.

82 parts scrapped, by reason: 4 of 8 account for 82.9%: Helium leak above spec (27), Tunnel void in FSW seam (19), Rivet head height out (13), Adhesive bead break (9).



82 parts scrapped, by machine. Dark bars are the vital few (together 80%); the percentage in each bar is the cumulative share, largest first.

82 parts scrapped, by machine: 5 of 7 account for 80.5%: HLD-3301 (17), FSW-2 (13), HLD-3302 (13), FSW-1 (12), CMT-03 (11).

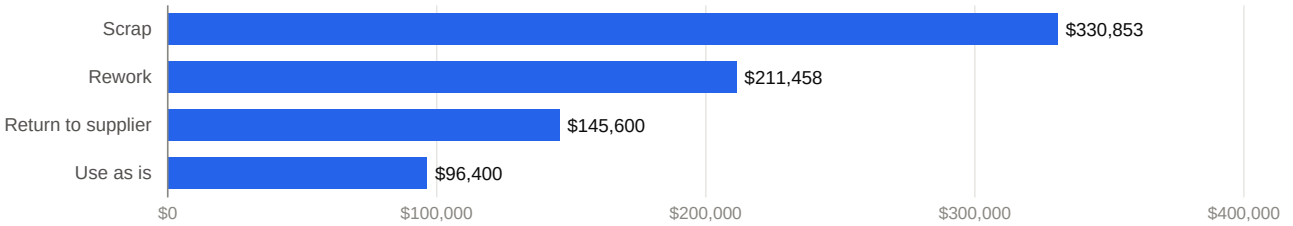
Reason	Parts	Share	Cumulative	By machine
Helium leak above spec	27	32.9%	32.9%	HLD-3301 16, HLD-3302 11
Tunnel void in FSW seam	19	23.2%	56.1%	FSW-1 11, FSW-2 8
Rivet head height out	13	15.9%	72%	SPR-02 6, CMT-03 4, ADH-01 3
Adhesive bead break	9	11%	82.9%	SPR-02 4, ADH-01 3, CMT-03 2
CMT weld porosity	5	6.1%	89%	CMT-03 5
Hole position out after welding	4	4.9%	93.9%	FSW-2 4
Casting porosity	3	3.7%	97.6%	HLD-3302 2, HLD-3301 1
Flatness out of tolerance	2	2.4%	100%	FSW-1 1, FSW-2 1

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Sample report.

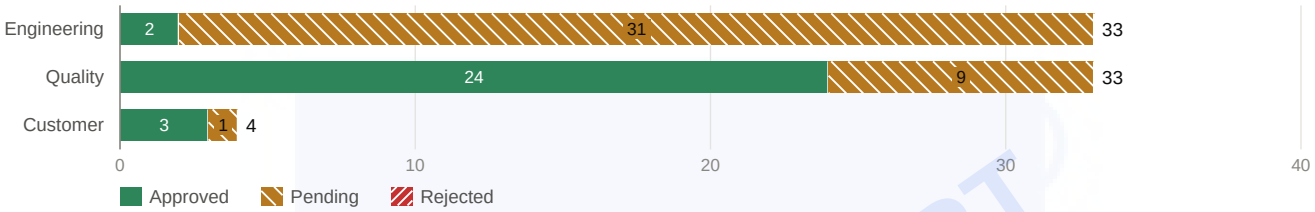
MRB: cost and approvals

33 dispositions with $784,311 of cost impact recorded; 9 awaiting a board decision.



Cost impact recorded on the dispositions, by disposition.

MRB cost impact $784,311: Scrap $330,853, Rework $211,458, Return to supplier $145,600, Use as is $96,400.



Dispositions by reviewer and decision. Customer counts only dispositions that need it.

MRB approvals: Engineering 2 approved, 31 pending, 0 rejected; Quality 24 approved, 9 pending, 0 rejected; Customer 3 approved, 1 pending, 0 rejected.

Disposition	Part	Type	Qty	Cost impact	Eng	Quality	Customer
NCR-RDG-077	RDG-5101	Scrap	6	$31,500	pending	pending	n/a
NCR-RDG-078	RDG-5106	Use as is	30	$2,400	pending	pending	pending
NCR-RDG-079	RDG-5112	Rework	11	$16,700	pending	pending	n/a
NCR-RDG-080	RDG-5115	Return to supplier	240	$12,000	pending	pending	n/a
NCR-RDG-081	RDG-5110	Rework	75	$6,300	pending	pending	n/a
NCR-RDG-082	RDG-5109	Rework	32	$4,100	pending	pending	n/a
NCR-RDG-231	RDG-5102	Scrap	7	$34,853	pending	pending	n/a
NCR-RDG-232	RDG-5105	Rework	54	$1,993	approved	pending	n/a
NCR-RDG-233	RDG-5101	Rework	9	$1,365	approved	pending	n/a

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Sample report.

Supplier onboarding



Supplier intakes by stage, from link sent to decision.

3 supplier intakes: 1 invited, 0 in progress, 1 submitted, 1 approved, 0 rejected.

Supplier	Stage	Red flags found	Decided by
Auglaize Extrusion Co	approved	None	H. Lindgren (QD)
Scioto Vacuum Brazing	submitted	Special process 'brazing' offered without a CQI-29 assessment for it; 1 root-cause analyses (8D) not closed: 8D-SVB-14; Stated scrap rate 1.5% but the imported data shows 9.8%	-
Muskingum Coatings	invited	None	-

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Sample report.

Sub-tier special processes (CQI assessments)



The organization's own special processes by CQI standard, and the special processes each supplier's sub-tiers perform, by assessment state. A CQI assessment is the customer's requirement and the organization's own check, not a certificate.

Own: CQI-9 Heat Treat: 1 assessment due within 30 days, 1 findings need action, 1 assessment overdue or never made; Own: CQI-12 Coating: 1 assessment current, 1 assessment overdue or never made; Own: CQI-15 Welding: 1 assessment current, 1 findings need action; Own: CQI-23 Molding: 1 assessment current; Own: CQI-27 Casting: 1 assessment current; Own: CQI-29 Brazing: 1 assessment overdue or never made; Crawford Friction Tools: sub-tiers: 2 assessment current; Cuyahoga Extrusions: sub-tiers: 1 assessment current; Hocking Brazed Components: sub-tiers: 1 assessment due within 30 days; Keystone Fastening Systems: sub-tiers: 2 assessment overdue or never made; Sandusky Die Casting: sub-tiers: 1 findings need action. 8 without a current assessment or with findings to close: 5 own, 3 sub-tier.

Supplier	Sub-tier	Process	CQI	Status	Assessment	Due
Keystone Fastening Systems	Mercer Fastener Finishing	plating	CQI-11	Overdue	MFF-CQI11-305	2026-09-03
Keystone Fastening Systems	Mercer Fastener Finishing	heat treating	CQI-9	Not assessed	—	—
Sandusky Die Casting	Fremont Impregnation & Heat Treat	heat treating	CQI-9	Needs Immediate Action open	FIH-CQI9-2210	2027-07-10
Hocking Brazed Components	Athens Conversion Coatings	coating	CQI-12	Due within 30 days	ACC-CQI12-077	2026-10-26

9. Risks

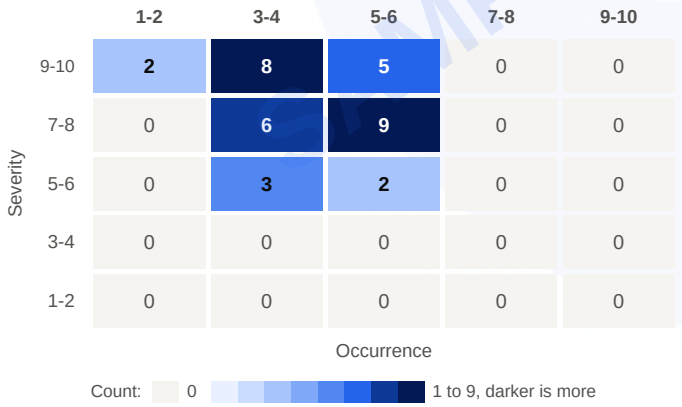
Risk	Score	Mitigation	Owner	Status	Due
RISK-RDG-01 — IATF 16949 recertification audit finds open majors — certificate not renewed	25	Readiness plan: close or evidence every major finding before the audit	H. Lindgren (QD)	Identified	2026-12-09
RISK-RDG-02 — Ford escalates controlled shipping from CS1 to CS2 and places a new business hold	20	Daily leak escape review with the Ford STA; third-party CS1 inspection verified	S. Kaur	Identified	2026-11-11

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Sample report.

Risk	Score	Mitigation	Owner	Status	Due
RISK-RDG-07 — Leak test and inspection results suspect — 19 instruments past calibration, reference leak expired	20	Borrow a certified reference leak; verify detectors every shift	F. Calloway	Identified	2026-10-14
RISK-RDG-04 — BMW lid PPAP not approved before SOP — launch delay and penalties	16	Fixture clamp study and interim 100% laser scan	E. Vasko	Identified	2026-11-15
RISK-RDG-05 — ERP cutover gap — suspect lots from July 2025 cannot be bounded	16	Rebuild genealogy from the leak testers' local logs and shipping records	J. Pemberton	Identified	2026-10-28
RISK-RDG-06 — Cuyahoga Extrusions capacity and twist problems starve the tray line	16	Qualify a second extrusion source; weekly supplier review	S. Kaur	Identified	2026-12-02
RISK-RDG-03 — Coolant leak in the field — pack-level warranty and recall exposure	15	Bound suspect cooling plates by braze load; 100% helium re-test	S. Kaur	Mitigating	2026-11-04
RISK-RDG-08 — FSW tool wear uncontrolled — voids recur on floor panels	12	Tool life counter and shoulder inspection every shift	T. Marchetti	Identified	2026-11-11
RISK-RDG-09 — Mercedes-Benz launch slips after the failed run-at-rate	12	Second run-at-rate with a cycle-time recovery plan	D. Morrow	Identified	2026-11-18
RISK-RDG-10 — One qualified heat treat operator on nights	9	Cross-train two operators to CQI-9 before the audit	C. Ibsen	Identified	2026-11-25

Process failure modes by severity and occurrence (PFMEA)



35 process failure modes by severity and occurrence band, from the PFMEA registers. Severity 9-10 is the top row.

35 failure modes; 30 with severity 7 or above; 0 with severity and occurrence both 7 or above.

10. Next steps

Next review: not yet scheduled — set the date on this QBR record.

Owners reporting progress at the next review: C. Ibsen, D. Morrow, F. Calloway, H. Lindgren (QD), J. Pemberton, M. Whitlock, N. Oyelaran, P. Ionescu, Recovery Lead, S. Kaur.

Actions are tracked on the action register between reviews; an action past its due date is reported in section 5 and, where a trigger is defined, escalates as section 6 shows.

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Sample report.

Findings behind this review

Finding and action	Severity	Clause	Timing	Owner
Quarantine the material in suspect product case SPR-RDG-002, trace where it went, and notify the customers whose parts share the route	Safety	8.7.1.3	-	Not assigned
Quarantine the material in suspect product case SPR-RDG-001, trace where it went, and notify the customers whose parts share the route	Safety	8.7.1.3	-	Not assigned
Contain the parts made through Friction Stir Welding — Floor Panel Cell and close its Needs Immediate Action findings	Safety	8.5.1	-	Not assigned
Contain the parts made through Vacuum Brazing — Cooling Plates (Hocking Brazed Components) and close its Needs Immediate Action findings	Safety	4.3.2	-	Not assigned
Contain the parts made through Powder Coat — Busbar Covers and Shields and close its Needs Immediate Action findings	Safety	4.3.2	-	Not assigned
Contain the parts made through Artificial Aging — Aging Oven 2 and close its Needs Immediate Action findings	Safety	8.5.1	-	Not assigned
Contain the parts Fremont Impregnation & Heat Treat (heat treating for Sandusky Die Casting) treated and close its Needs Immediate Action findings	Safety	8.4.2.1	-	Not assigned
Finish the impact evaluation for Measuring Microscope (FSW macro-etch) (CAL-RDG-06): identify product accepted on its measurements since the last good calibration and disposition it	Escape	7.1.5.2.1	-	Not assigned
Finish the impact evaluation for Helium Leak Detector (vacuum chamber) (CAL-RDG-01): identify product accepted on its measurements since the last good calibration and disposition it	Escape	7.1.5.2.1	-	Not assigned
Clear the outstanding containment zones on NCR-RDG-066 and establish whether suspect product shipped	Escape	8.7.1.3	15 days over	S. Kaur
Clear the outstanding containment zones on NCR-RDG-016 and establish whether suspect product shipped	Escape	8.7.1.3	15 days over	H. Lindgren (QD)
Complete the open PPAP elements and sign the part submission warrant for RDG-5102 (PPAP-RDG-5102)	Escape	8.3.4.4	16 days over	Not assigned
Add the High-priority failure modes on RDG-5102 (PFMEA-RDG-5102) to the control plan, each with a control method and reaction plan	Systemic	8.5.1.1	-	Not assigned
Add the High-priority failure modes on RDG-5104 (PFMEA-RDG-5104) to the control plan, each with a control method and reaction plan	Systemic	8.5.1.1	-	Not assigned
Complete the CQI special process assessment of Outsourced Aging (Maumee Thermal Processing)	Systemic	4.3.2	-	Not assigned
Have Mercer Fastener Finishing (heat treating for Keystone Fastening Systems) assessed to its CQI special process standard, or move the work to an assessed source	Systemic	8.4.2.1	-	Not assigned
Have Mercer Fastener Finishing (plating for Keystone Fastening Systems) assessed to its CQI special process standard, or move the work to an assessed source	Systemic	8.4.2.1	-	Not assigned

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Finding and action	Severity	Clause	Timing	Owner
Flow down CSR-RDG-12 (BMW) to Portage Precision Machining, and record the supplier's acknowledgment	Systemic	4.3.2	-	Not assigned
Implement CSR-RDG-05 (BMW) in Inspection, and record the evidence	Systemic	7.1.5.1.1	-	Not assigned
Flow down CSR-RDG-11 (Ford) to Cuyahoga Extrusions, and record the supplier's acknowledgment	Systemic	8.4.3.1	-	Not assigned
Implement CSR-RDG-06 (Mercedes-Benz) in Traceability, and record the evidence	Systemic	8.5.2.1	-	Not assigned
Flow down CSR-RDG-15 (BMW) to Maumee Thermal Processing, and record the supplier's acknowledgment	Systemic	8.4.2.3	-	Not assigned
Flow down CSR-RDG-16 (Mercedes-Benz) to Ashtabula Anodizing, and record the supplier's acknowledgment	Systemic	8.4.2.3	-	Not assigned
Implement CSR-RDG-07 (Mercedes-Benz) in Launch, and record the evidence	Systemic	8.3.4.4	-	Not assigned
Implement CSR-RDG-10 (Ford) in FSW, and record the evidence	Systemic	7.2.1	-	Not assigned
Implement CSR-RDG-09 (BMW) in Powder Coat, and record the evidence	Systemic	8.5.1	-	Not assigned
Flow down CSR-RDG-02 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment	Systemic	8.4.2.3	-	Not assigned
Implement CSR-RDG-04 (BMW) in PPAP, and record the evidence	Systemic	8.3.4.4	-	Not assigned
Implement CSR-RDG-03 (Ford) in Change Control, and record the evidence	Systemic	8.5.6.1	-	Not assigned
Flow down CSR-RDG-01 (Ford) to Hocking Brazed Components, and record the supplier's acknowledgment	Systemic	8.4.3.1	-	Not assigned
Qualify the measurement system (Gage R&R) before relying on the capability result: Conductivity on RDG-5106 measured with ECM-2911	Systemic	7.1.5.1.1	-	Not assigned
Qualify the measurement system (Gage R&R) before relying on the capability result: Powder coat thickness on RDG-5110 measured with CTG-2710	Systemic	7.1.5.1.1	-	Not assigned
Qualify the measurement system (Gage R&R) before relying on the capability result: FSW penetration depth on RDG-5102 measured with MS-1407	Systemic	7.1.5.1.1	-	Not assigned
Add the High-priority failure modes on RDG-5101 (PFMEA-RDG-5101) to the control plan, each with a control method and reaction plan	Systemic	8.5.1.1	-	Not assigned
Add the High-priority failure modes on RDG-5103 (PFMEA-RDG-5103) to the control plan, each with a control method and reaction plan	Systemic	8.5.1.1	-	Not assigned
Add the High-priority failure modes on RDG-5105 (PFMEA-RDG-5105) to the control plan, each with a control method and reaction plan	Systemic	8.5.1.1	-	Not assigned
Re-plan or escalate CAPA-RDG-057: past due and still open	Systemic	10.2.3	70 days over	N. Oyelaran

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Finding and action	Severity	Clause	Timing	Owner
Re-plan or escalate CAPA-RDG-058: past due and still open	Systemic	10.2.3	54 days over	S. Kaur
Re-plan or escalate CAPA-RDG-059: past due and still open	Internal	10.2.3	19 days over	C. Ibsen
Re-plan or escalate CAPA-RDG-060: past due and still open	Internal	10.2.3	9 days over	P. Ionescu
Complete the disposition record for RDG-5108 (MRB-RDG-305)	Internal	8.7.1.4	-	D. Morrow
Complete the disposition record for RDG-5109 (MRB-RDG-313)	Internal	8.7.1.4	-	H. Lindgren (QD)
Complete the disposition record for RDG-5105 (MRB-RDG-321)	Internal	8.7.1.4	-	H. Lindgren (QD)
Complete the disposition record for RDG-5106 (MRB-RDG-318)	Internal	8.7.1.4	-	H. Lindgren (QD)
Complete the disposition record for RDG-5105 (MRB-RDG-306)	Internal	8.7.1.7	-	H. Lindgren (QD)
Complete the disposition record for RDG-5104 (MRB-RDG-303)	Internal	8.7.1.4	-	E. Vasko
Complete the disposition record for RDG-5110 (MRB-RDG-316)	Internal	8.7.1.4	-	H. Lindgren (QD)
Complete the disposition record for RDG-5107 (MRB-RDG-315)	Internal	8.7.1.1	-	S. Kaur
Complete the disposition record for RDG-5103 (MRB-RDG-322)	Internal	8.7.1.1	-	S. Kaur
Complete the disposition record for RDG-5107 (MRB-RDG-325)	Internal	8.7.1.1	-	H. Lindgren (QD)
Complete the disposition record for RDG-5104 (MRB-RDG-314)	Internal	8.7.1.4	-	S. Kaur
Complete the layout inspection report for RDG-5112 (LAY-RDG-112) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5105 (LAY-RDG-105) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5114 (LAY-RDG-114) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5101 (LAY-RDG-101) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5110 (LAY-RDG-110) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5108 (LAY-RDG-108) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5103 (LAY-RDG-103) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5113 (LAY-RDG-113) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5116 (LAY-RDG-116) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned

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Finding and action	Severity	Clause	Timing	Owner
Complete the layout inspection report for RDG-5102 (LAY-RDG-102) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5104 (LAY-RDG-104) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the layout inspection report for RDG-5115 (LAY-RDG-115) and have it signed by a reviewer and an approver	Systemic	8.6.2	-	Not assigned
Complete the open PPAP elements and sign the part submission warrant for RDG-5104 (PPAP-RDG-5104)	Systemic	8.3.4.4	Due in 45 days	Not assigned
Complete the open PPAP elements and sign the part submission warrant for RDG-5105 (PPAP-RDG-5105)	Systemic	8.3.4.4	Due in 43 days	Not assigned
Complete the open PPAP elements and sign the part submission warrant for RDG-5103 (PPAP-RDG-5103)	Systemic	8.3.4.4	Due in 40 days	Not assigned
Complete the open PPAP elements and sign the part submission warrant for RDG-5101 (PPAP-RDG-5101)	Systemic	8.3.4.4	Due in 42 days	Not assigned
Obtain the customer's concession for RDG-5106 (MRB-RDG-308) before the product is used	Systemic	8.7.1.1	-	Eng Auth (pending)
Record who reviewed and approved the accepted layout inspection report for RDG-5107 (LAY-RDG-107)	Internal	8.6.2	-	Not assigned
Record who reviewed and approved the accepted layout inspection report for RDG-5106 (LAY-RDG-106)	Internal	8.6.2	-	Not assigned
Record who reviewed and approved the accepted layout inspection report for RDG-5109 (LAY-RDG-109)	Internal	8.6.2	-	Not assigned
Record who reviewed and approved the accepted layout inspection report for RDG-5111 (LAY-RDG-111)	Internal	8.6.2	-	Not assigned
Complete the disposition record for RDG-5101 (MRB-RDG-307)	Internal	8.7.1.7	-	N. Oyelaran
Complete the disposition record for RDG-5105 (MRB-RDG-342)	Internal	8.7.1.4	-	Not assigned
Complete the disposition record for RDG-5101 (MRB-RDG-343)	Internal	8.7.1.4	-	Not assigned
Complete the disposition record for RDG-5109 (MRB-RDG-312)	Internal	8.7.1.4	-	P. Ionescu
Complete the disposition record for RDG-5110 (MRB-RDG-311)	Internal	8.7.1.4	-	L. Ferreira
Complete the disposition record for RDG-5102 (MRB-RDG-341)	Internal	8.7.1.7	-	Not assigned
Complete the disposition record for RDG-5115 (MRB-RDG-310)	Internal	8.7.1.7	-	S. Kaur
Complete the disposition record for RDG-5112 (MRB-RDG-309)	Internal	8.7.1.4	-	T. Marchetti

SAMPLE REPORT

Attendees

H. Lindgren (QD), Plant GM

Every figure and citation is drawn from your records; the priority order is Aegis's assessment.

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