



ISO 14001 THIRD EDITION 2015-09-15
IATF 16949:2016

ISO MANAGEMENT SYSTEMS MANUAL

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Revisions

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SECTION I

Context of Doyle Shamrock Industries

1. UNDERSTANDING DOYLE SHAMROCK INDUSTRIES

Doyle Shamrock Industries was started in 1975. The company was originally a one man machine shop on Clark Street in Holland, Ohio. The company provides plastic injection molds to the appliance, automotive, consumer goods and electronics industry.

In 1980, the company purchased three acres of land and constructed a 7,500 square foot machining facility on Holloway Road in Holland, Ohio. Within five years, the company grew to five employees and generated yearly sales of \$180,000.00.

In 1984, the company purchased their first plastic injection mold machine. The addition of this machine allowed the company to not only make the molds, but to also manufacture various molded parts. These parts were originally sold to the same industries as the molds. The combined processes helped the company earn over \$300,000.00 in sales by the end of 1984.

Over the next couple of years the company increased the number of machines as well as the number of industries that they serviced. New industries include commercial and industrial batteries, medical and automotive. By 1989 the company needed to expand their production facilities as well as their warehouse due to increased sales. A 20,000 square foot building was erected adjacent to the existing facility.

At the end of 2016, the company has twenty-eight molding machines, a fully operational mold construction and repair shop and 170,000 square feet of floor space. The company has 55 full-time employees and surpassed their target sales of \$18 million.

Doyle Shamrock Industries products are manufactured in Ohio with sales representation throughout the U.S.A.

Within **Doyle Shamrock Industries**, vision is focused on:

- the customer;
- executive, management and supervisory leadership;
- competent employees;
- engagement of people using *manufacturing excellence* and a *“planet friendly” choice of environmental consumerism*;
- the process auditing approach in Management and in [ISO 9001:2015](#) and [ISO 14001](#) auditing;
- constant improvement; and
- evidenced-based and metrically proven decision-making;



2. SCOPE

SCOPE: IATF 16949:2016 / ISO 14001 THIRD EDITION 2015-09-15

Manufacture of plastic injection, molded parts, and sub-assemblies.

Exclusions:

ISO 9001:2015: Section 8.3 Design and Development of products and services.

3. QUALITY, OSHA and ENVIRONMENTAL PROCESSES

Process Flows and Process Management is the vehicle **Doyle Shamrock Industries** has chosen to constantly enable;

- understanding and consistency in meeting requirements;
- the consideration of processes in terms of added value;
- the achievement of effective process performance;
- improvement of processes based on evaluation of data and information; and
- IATF integration of customer specific requirements.

4. RISKS

IATF 16949:2016 QUALITY RISK / ISO 14001 THIRD EDITION 2015-09-15 RISK

At **Doyle Shamrock Industries** risk (uncertain outcomes) is very much part of everyday business. As a result, there is a culture of actively identifying and managing risk, in order to ensure that the consideration of risk becomes part of all employees' daily routine. Business processes are described by using Process Flowcharts, narratives, user manuals, job descriptions, efficiencies and ISO objectives. Objective evidence is in the form of a monthly risk matrix and a monthly operational meeting. Monthly OSHA risk is recorded departmentally. Defined environmental risk is entered into an Aspects and Impacts Register. Opinions to address Risk and Opportunity include:

- Avoiding risk;
- Taking risk in order to pursue an opportunity;
- Eliminating the risk source;
- Changing the likelihood or consequences;
- Sharing the risk; or
- Retaining risk by informed decision.

Doyle Shamrock Industries has had an extensive BCP (Business Continuity Plan) in place since 2002 and is working toward self-declaration to ISO 22301:2013 in 2017. **Doyle Shamrock Industries** measures procurement / supply chain management risk.



Doyle Shamrock Industries benchmarks Risk and Opportunity in a SWOT analysis

<u>STRENGTH</u> Calculated Metrics	<u>WEAKNESSES</u> Management involvement
<u>OPPORTUNITY</u> Minuted Continuous Improvement	<u>THREAT</u> Risk is < Opportunity

Regular Meetings

Regular Operational / Corrective Action / Continuous Improvement / Aspects and Impacts / BCP Risk (Business Continuity Planning) / Procurement Risk / Customer Complaints.

At these electronic meetings, risk based thinking is applied to:

- Compute risk metrics;
- Give brief reasons for the reported risk;
- Rank risk;
- **Actions, projects, corrective actions to be undertaken;**
- Risks that cannot be avoided; and
- Improvements projected for next meeting.



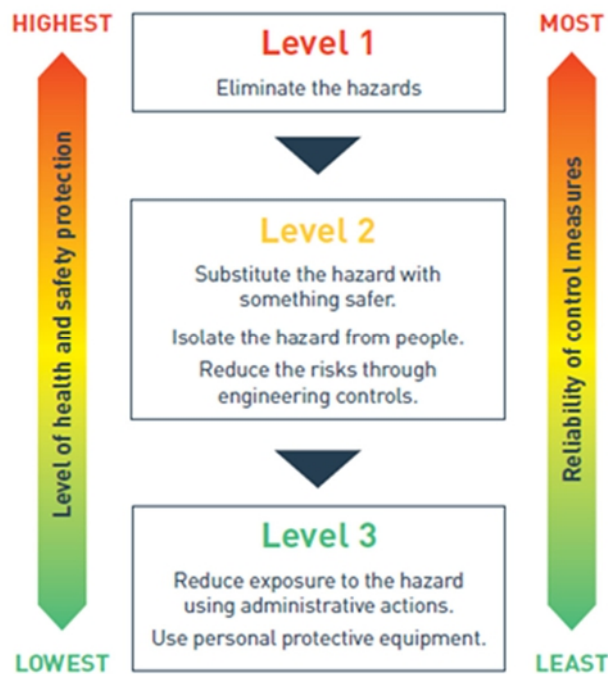
OSHA RISK

Additionally, **Doyle Shamrock Industries** measures OSHA risk by likelihood (A to E) and consequence (1 to 5).

Risk Assessment Matrix for Work Health and Safety (WHS) General Risks

		Consequences					
		1 - Insignificant In-house first aid treatment	2 - Minor Treatment by medical professional/hospital outpatient, etc	3 - Moderate Serious non-permanent injury. Overnight hospitalisation	4 - Major Extensive permanent injury Extended hospitalisation	5 - Catastrophic Death, permanent disabling injury	
Likelihood	A	Almost certain to occur in most circumstances	High	High	High	Extreme	Extreme
	B	Likely to occur frequently	Medium	High	High	Extreme	Extreme
	C	Possible and likely to occur at some time	Low	Medium	High	Extreme	Extreme
	D	Unlikely to occur but could happen	Low	Low	Medium	High	Extreme
	E	May occur but only in rare and exceptional circumstances	Low	Low	Medium	High	High

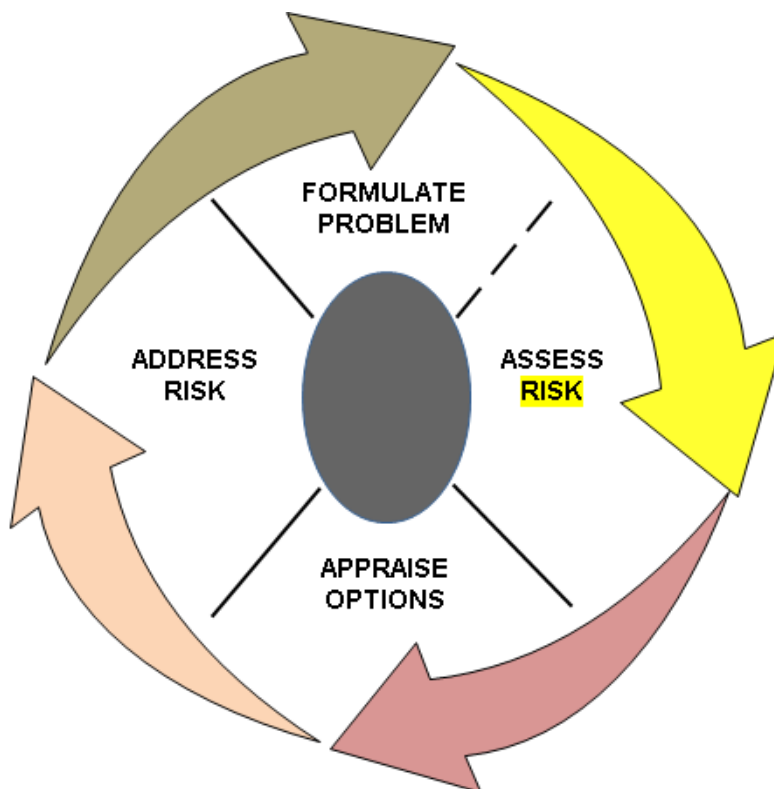
Doyle Shamrock Industries then ranks the risk and highlights the risk controls to be implemented.





ENVIRONMENTAL RISK

At **Doyle Shamrock Industries**, a cyclical framework for Environmental Risk Management is provided to offer structure in what would be a complex array of considerations for the decision-maker. The framework also offers a mechanism through which the process of Environmental Risk Assessment and Management can be explained.



Risk questions are selected at site level.

Defined risks are entered into an Aspects and Impacts Register.

- risk questions are selected at departmental level;
- risks are entered and scored;
- formulated scoring is completed;
- resources are provided in EMP (Environmental Management Programme); and
- harm to the environment is correlated.



5. POLICIES

Doyle Shamrock Industries policies and objectives are displayed openly as a sign of pride and commitment and as a clear reminder of focus and direction.

DOYLE SHAMROCK INDUSTRIES QUALITY POLICY

To provide our customers a high quality product that is shipped on time. We will continually evaluate and improve our product through the Quality Management System (IATF / QMS).

Michael Doyle

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**Michael Doyle
President
Doyle Shamrock Industries**



OSHA POLICY

DOYLE SHAMROCK INDUSTRIES OSHA POLICY

- Maintain a safe and healthy place of work with safe access and egress;
- Provide adequate welfare facilities;
- Ensure that **risk** assessments are being carried out on an on-going basis with employees participating in the **risk** assessment process. Assessments will cover Doyle Shamrock Industries undertakings and will assist in the identification of hazards and the setting of prioritised objectives for elimination and reduction of **risk**;
- Provide sufficient information, instruction, training and supervision to enable employees to avoid hazards and to contribute positively to the health and safety of themselves and others whilst at work;
- Consult with employees on issues relating to OSHA;
- Provide plant, equipment and systems of work which are safe and without **risks** to health;
- Ensure safe arrangements for the use, handling, storage and transport of articles and substances;
- Ensure compliance with all relevant safety legislation regulations, codes of practice and other requirements associated with OSHA;
- Arrange for the effective planning, organisation, control, monitoring and review of preventative and protective measures; and
- Commit to reporting OSHA performance.

Michael Doyle

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Michael Doyle
President
Doyle Shamrock Industries



ENVIRONMENTAL POLICY

DOYLE SHAMROCK INDUSTRIES ENVIRONMENTAL POLICY

Doyle Shamrock Industries is committed to formulating and supplying product with due regard to environmental impacts and in full compliance with relevant environmental regulation and any applicable codes of practice. Doyle Shamrock Industries will:

Evaluate all products for environmental effects and to minimize the potential for pollution.

- Dispose of all solid or liquid wastes in accordance with the requirements defined by regulation.
- Work with our suppliers and customers in applying full lifecycle responsibility to our products.
- Review our environmental performance on a regular basis and develop and implement procedures to ensure continuous improvement.
- Develop and implement **Risk** Control to minimize the potential consequences of accident and emergency situations.
- Monitor our energy and water consumption on a regular basis and implement appropriate energy reduction and efficiency improvement programs.
- Establish objectives and targets to secure continual environmental improvements.
- Comply with applicable legal requirements, with other requirements to which Doyle Shamrock Industries subscribes and which relate to environmental aspects.

This policy is designed to ensure compliance with all Corporate environmental Objectives. Copies of this Environmental Policy and all Objectives and Targets are publicly available upon request.

Michael Doyle

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**Michael Doyle
President
Doyle Shamrock Industries**



RISK POLICY

DOYLE SHAMROCK INDUSTRIES **RISK POLICY**

- Create a culture in Doyle Shamrock Industries where both positive and negative **risk** is embraced – **risk** to be treated as an opportunity to improve, as well as capitalize on;
- Assess and report **risks** regularly at the efficiency meeting. This includes actions to be taken to improve the **risk** position;
- Ensure **risk** is communicated throughout Doyle Shamrock Industries using the ISO Management Review Meetings score-card;
- Create and update a system of Internal Process Control (Work Instructions and Job Descriptions), that identifies and treats **risk** on a daily basis;
- Update this policy at least once a year to ensure that it is both relevant and comprehensive;
- Whilst not mandated use ISO 31000:2009 and related guideline, ISO 31010:2009, as reference guides.

Michael Doyle

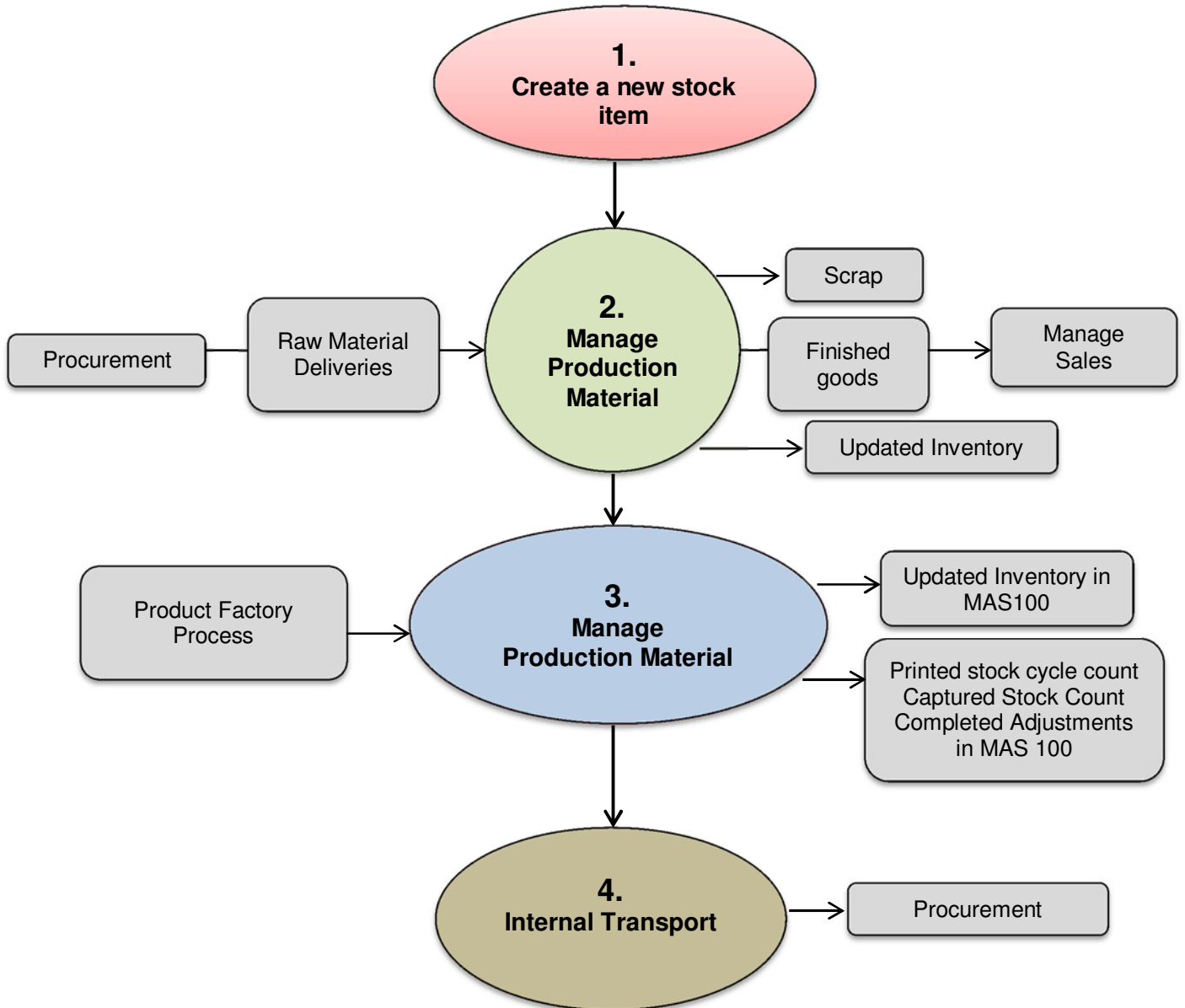
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Michael Doyle
President
Doyle Shamrock Industries



SECTION II

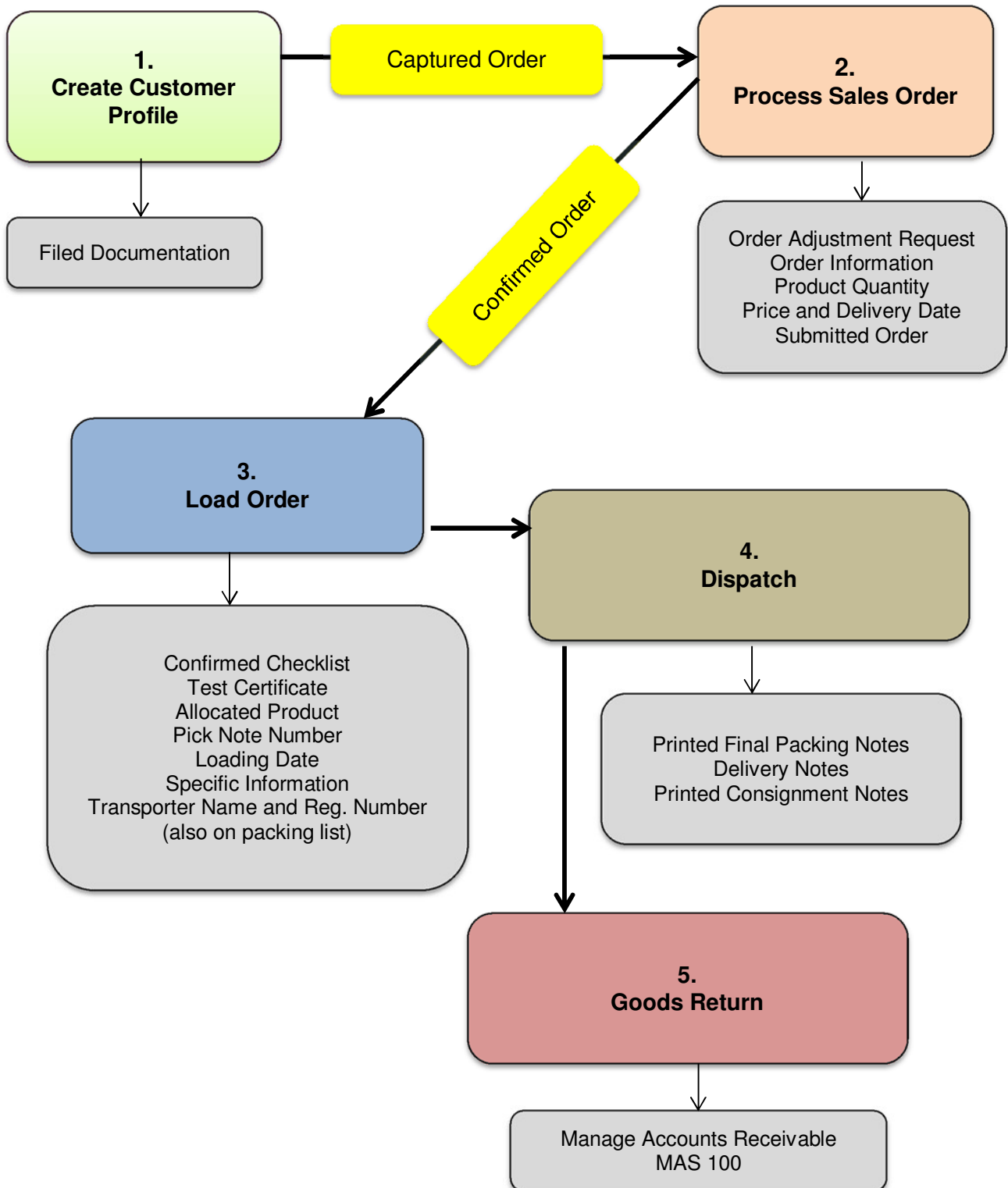
Doyle Shamrock Industries Processes

1. Manage Production Material Functional Flow



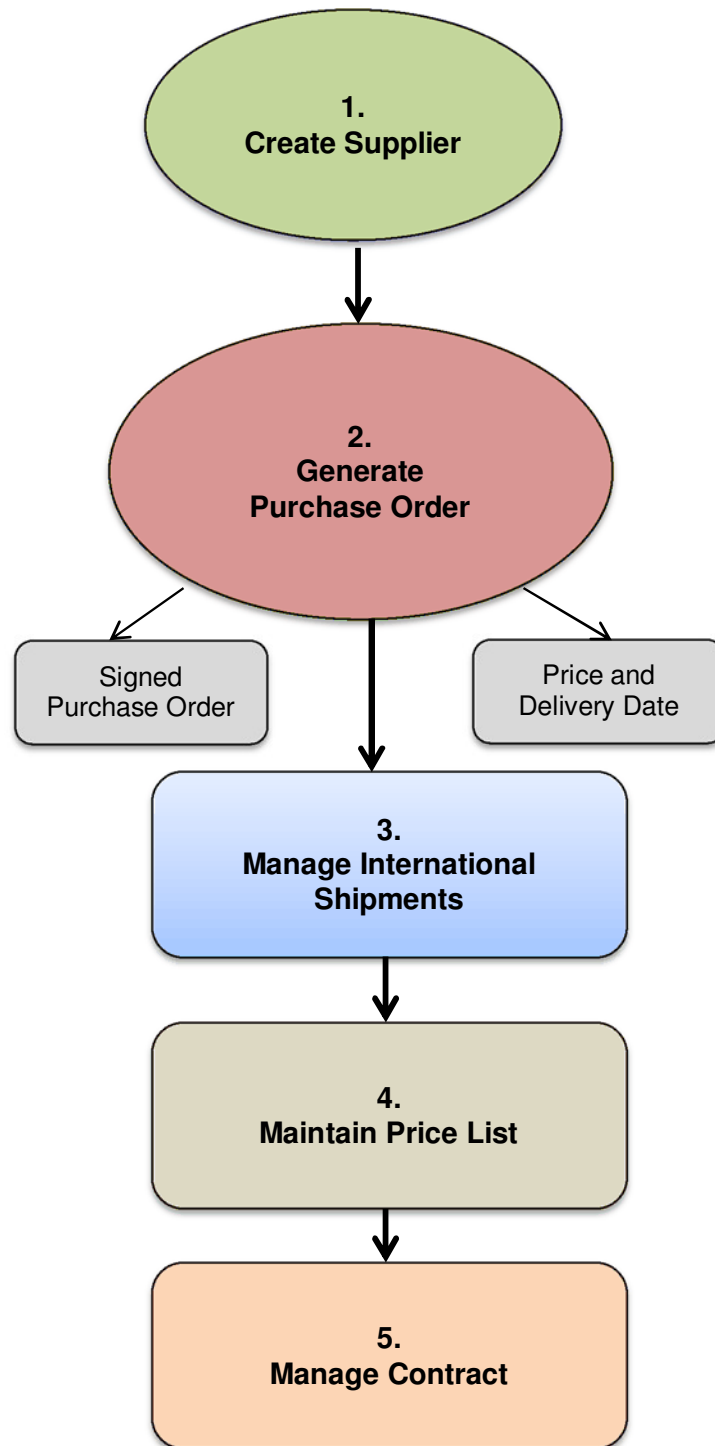


2. Manage Sales Function Flow





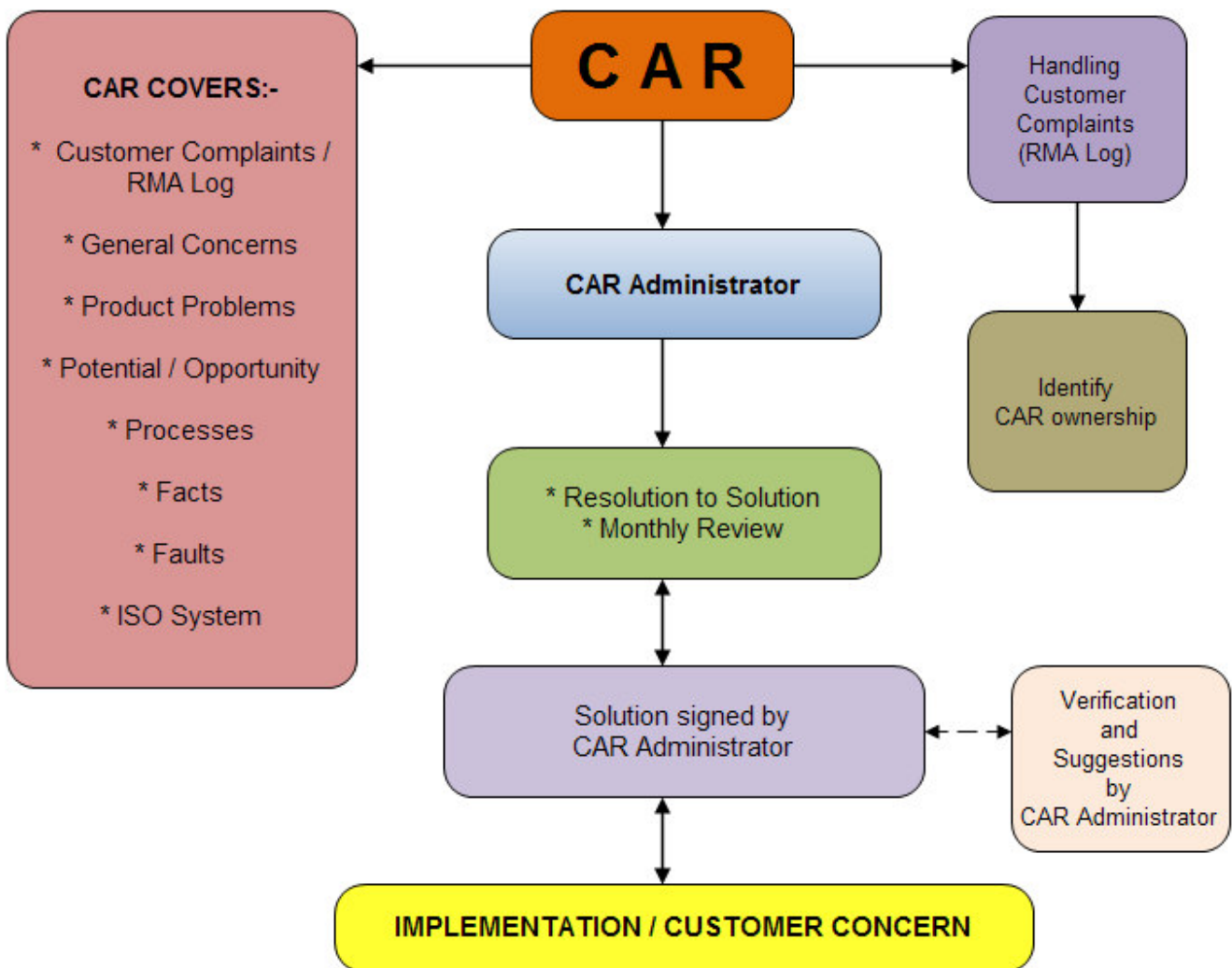
3. Manage Procurement / Supply Chain Process Flow





SECTION III Improvement

8D CAR – Doyle Shamrock Industries





SECTION IV

Appendix A: List of **Quality**, **OSHA** and **Environmental** HLS Procedures

4.2	Sales Process and the needs of interested parties
4.3	Efficiencies/BCP and the scope of QMS / EMS
5.1	Company Scorecard / Leadership and Commitment
6.1	Risk
7.1	Competence / Awareness / Communication
7.2	< Doyle Shamrock Industries “Groups” Drive>
8.1/8.1	Operational Planning / Pollution Prevention and Waste Minimisation
8.2	OSHA Management
8.3	OSHA Operational Control
8.4	Mitigation of adverse Environmental Impacts
8.5	Product and Service Delivery
8.7	Supply Chain Management
9.1	Performance Management
9.2	Internal Process Audits
9.3	Management Review
10.1	Improvement / CAR
10.2	OSHA Investigation
10.3	OSHA Identification and Determining Controls
10.4	Results and Continual Improvement



SECTION V

Doyle Shamrock Industries Sites

DOYLE SHAMROCK INDUSTRIES, INC.
1440 & 1420 HOLLOWAY ROAD
HOLLAND, OHIO 43528
U.S.A.

PH: 419-865-8441
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www.doyleshamrock.com



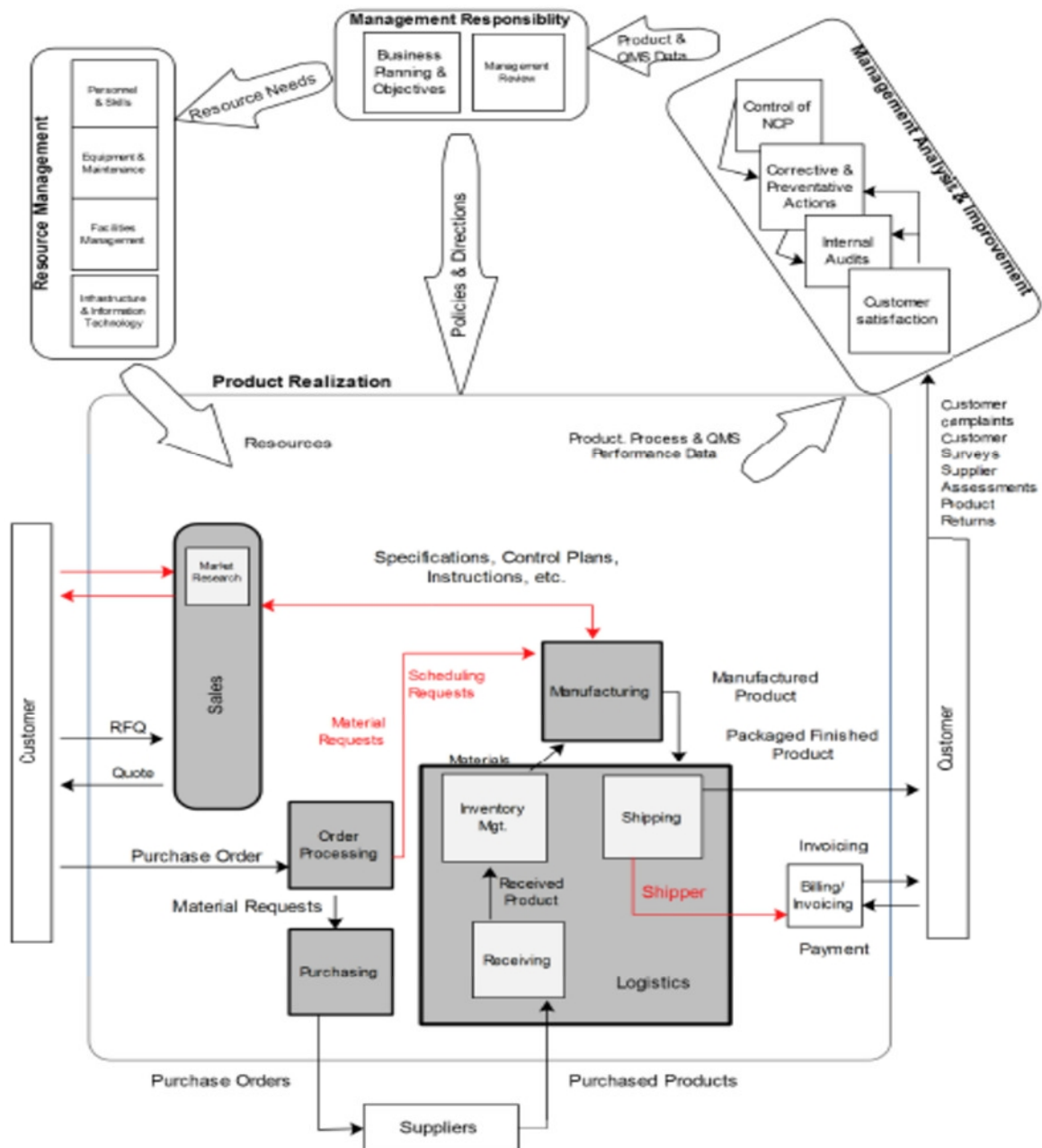
W83°43'4.8"
W83°42'38.88"



SECTION VI

Doyle Shamrock Industries IATF Processes

ISO/TS 16949:2009(E) PROCESSES



LEGEND: Bold and shaded processes represent key realization processes.



SECTION VII

IATF Integration of Customer Specific Requirements

General Requirements

1. A submission for part approval must conform to the requirements as specified in the AIAG Manual "Production Part Approval Process" and "Customer Specific requirements". The PPAP requirements per AIAG shall extend to all commodities supplied by external independent suppliers (i.e. subcontractors and third tier suppliers).
2. All submissions for production part approval must include the requirements as specified for a Level 3 submission, unless otherwise instructed. All submissions for prototype part approval must include the requirements as specified for a Level 2 submission, unless otherwise instructed.
3. Suppliers shall be responsible for costs incurred by WMG ACD associated with the acceleration of testing, missed schedules, etc. resulting from late or incomplete submissions.
4. During the acquisition of any new sample materials, when IPN(s) have not been developed or assigned, all PO(s) will identify a Sample Material Request number that must be identified on each container received and on all packing slips at any WMG facility or external trail facility on behalf of WMG.
5. Suppliers shall be responsible for annual layouts as required by OEM customer expectations.

Specific Requirements

Restricted and reportable chemicals contained in the raw materials and parts used in the manufacture of supplied components must be reported via the international material data system (IMDS). This form must be submitted with packages whether reportable chemicals are contained in components or not.



SECTION VIII

Doyle Shamrock Industries Organization Chart

