



SUPPLIER SYSTEMS EVALUATION

Harley-Davidson (H-D) Purchasing has developed a Supplier Systems Evaluation (SSE) process which is used to qualify new suppliers, re-qualify existing suppliers, and assess opportunities for supplier continuous improvement.

One of the initial steps in the SSE process for a new supplier is completion of the Supplier Self-Assessment (SSA). Upon receipt of the completed SSA, the H-D Purchasing representative will determine if an SSE will be conducted. When need for the SSE is identified, a cross-functional team of Harley-Davidson personnel will conduct it at the supplier's manufacturing facility or facilities, if applicable. The following areas are evaluated during the SSE process:

Business	Maintenance
Safety/Environmental	Dimensional Inspection & Test
Training	Measurement System
Incoming Material	Shipping
Material Control	Quality Management Systems Resources
Process Quality	Purchasing System
Setup Practices	Process Planning
Facilities	Design

The SSE requires in-depth answers, documentation, and demonstration of acceptable business practices. Some of the questions on the SSE are designated as "Critical." These questions cover elements of an overall management planning, control, and continual improvement system that suppliers to H-D must effectively execute. Failure to demonstrate effectiveness in these areas will require specific action plans addressing the observed deficiencies. Additionally, the SSE will assess whether or not a supplier's quality management system is equivalent to ISO 9000 requirements. It also evaluates the supplier's advanced product quality planning methods including their production part approval process.



The following is a general overview of Harley-Davidson's SSE process:

1. H-D sends the Self - Assessment Form (required only for a new supplier)
2. Supplier completes Self - Assessment Form and returns it along with any requested policy manuals to Harley-Davidson
3. H-D reviews the self - assessment and adjusts SSE plan if required
4. H-D notifies supplier that the SSE is required
5. H-D and supplier plan and prepare for the SSE
6. H-D and supplier establish target date(s)
7. H-D sends tentative agenda
8. H-D confirms SSE date(s) and sends updated agenda
9. H-D conducts SSE and briefs supplier on results
10. H-D issues final summary report with necessary Corrective Action Requests (CAR)
11. Supplier takes required corrective action and responds to CAR as required
12. Supplier corrective action responses are reviewed and approved by H-D
13. Corrective actions are verified as implemented and effective (may require a follow-up SSE)

The supplier, as an auditee, is responsible to support the SSE as follows:

1. Help coordinate dates/time
2. Respond to the self - assessment and return it to Harley-Davidson with any requested policy manuals
3. Confirm final arrangements
4. Provide necessary accommodations (conference room, telephone, etc.)
5. Provide escorts that have appropriate knowledge of area(s) being audited
6. Attend debrief meetings
7. Respond to requests for corrective action in a timely and effective manner
8. Support follow-up visits (if necessary)

An image of the SSE cover letter and agenda are included at the end of this section.



Harley-Davidson Motor Co., Inc.

Juneau: 3700 W. Juneau Ave., WI 53201
Pilgrim Road: W156 N9000 Pilgrim Road, Menomonee Falls, WI 53051
PDC: 11800 W. Capitol Dr., Milwaukee, WI 53225-5527
York: 1425 Eden Road, York, PA 17402
KC: 11401 N. Congress Ave., Kansas City, MO 64153
Tomahawk: 426 East Somo Ave., Tomahawk, WI 54487

To _____ Date _____

This letter will confirm the times and dates for a Supplier Systems Evaluation (SSE) to be performed at your facility by the following Harley-Davidson Motor Co., Inc. personnel -

Names	Titles
_____	_____
_____	_____
_____	_____
_____	_____

We will arrive at your facility on _____ at _____
and expect to finish on _____ at _____

Please have appropriate personnel available to discuss and substantiate the following topics -

- | | |
|---|--|
| <p>Business Systems
<i>Business</i>
<i>Safety/Environmental</i>
<i>Training</i></p> <p>Tour
<i>Incoming Control</i>
<i>Material Control</i>
<i>Process Quality</i>
<i>Setup Practices</i>
<i>Facilities</i></p> | <p>Tour (continued)
<i>Maintenance</i>
<i>Dimensional Inspection & Testing</i>
<i>Measurement System</i>
<i>Shipping</i></p> <p>Systems
<i>QMS Resources</i>
<i>Purchasing System</i>
<i>Process Planning</i></p> <p>Design</p> |
|---|--|

The attached Self Evaluation must be completed and returned to your HDMC Purchasing Representative at least one week prior to the evaluation unless otherwise agreed to.

Harley-Davidson personnel will be dressed business/casual unless otherwise agreed to.

Sincerely,

HDMC Purchasing Representative



Agenda for _____

Travel Day ?

Travel day - arrive approx. 7 p.m.

<u>Time</u>	<u>Day 1</u>
8:00 AM	Arrival
8 - 8:30	Opening conference - introductions and overview of the assessment plan [SSE]
8:30 - 9:00	Plant re-familiarization tour
9:00 - 11:45	Start assessment [tour plant following process flow]
11:45 - 12:00 PM	Team update meeting
12:00 - 12:45	Working lunch -
1:00 - 5:30	Continue assessment until completed

Auditors will compile findings into report to establish plan for Day 2

<u>Time</u>	<u>Day 2</u>
8:00 AM	Review concerns from Day 1
8:30 - 11:30	Continue assessment [as required] & finalize report
11:45 - 12:00 PM	Team update meeting
12:00 - 12:45	Working lunch -
1:00 - 3:30	Continue assessment until completed
4:00 - 5:00	Exit meeting - Report findings / score to supplier