



THE IAQG SUPPLY CHAIN MANAGEMENT HANDBOOK - SCMh

What is it, what can you find in it and how to access it?

Last update: 5 MAR 2021

Content

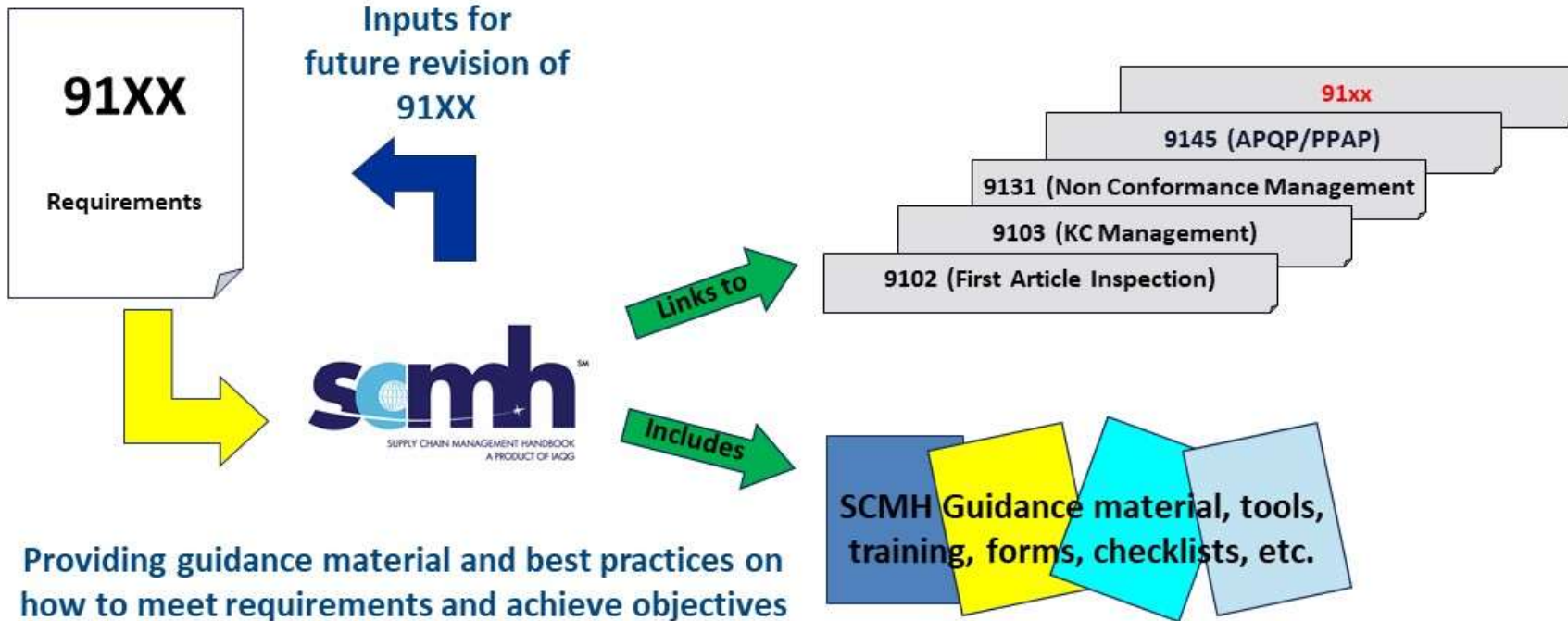
- What is the SCM? - Supply Chain Management Handbook
- Some examples of SCM material
- Available SCM Topics today
- Accessing e-SCM
- SCM KPIs
- SCM webinars

Generally speaking, the IAQG's outputs include;

- IAQG Standards
 - QMS related requirements e.g., AS/EN/JISQ 9100/9110/9120
 - Product and process related standards e.g., AS/EN/SJAC 9102 'Requirements for First Article Inspection, 9103 'Variation Management of Key Characteristics, etc.
- Deployment Support Material (for some IAQG standards)
- A Recognized Accreditation System allowing any organization to be certified against 9100/9110/9120 standards
- Supplier Improvement Guidance Materials → The SCMH

- The SCMh is a set of guidance material and tools developed by IAQG subject matter experts to help improving “On Time and On Quality” performance through out the entire supply chain:
 - It is intended to assist organizations with understanding of IAQG members’ requirements and applying them
 - It is not intended to be requirements and therefore is not auditable (unless its use is specifically required by a customer)
 - SCMh sections are structured around standard supply chain processes
 - Use of SCMh guidance material does not ensure compliance to any referenced QMS Standards... but it helps!

Focus on “How” through SCMh



- The SCMh is provided at no cost and is available on IAQG Website to all levels of the supply chain
- Registering is simple and downloading of the guidance is totally free
- The SCMh is continuously updated as changes and improvements are identified
- The SCMh is written in English and is generally not translated into other languages, but some national initiatives. Japanese, Italian, and Chinese are available. The English version always remains the reference.

SCMH structured around standard supply chain processes

Supply Chain Process Life Cycle



SCMH structure and content



Plan & Manage

- Cross-functional business activities required to ensure that product and services achieve the expected level of product performance (on quality / on time / on cost) and customer expectations. This includes program and project management, balancing and forecasting medium-long term customer demand with operational & resource capabilities, overall planning of activities, identification and mitigation of risks and issues, stakeholders' relationship and communication.

*Overall management
of the company and
projects management
(transversal)*

Design and Develop:

- Product specification and design, technical development and qualification, definition of product key characteristics, support to manufacturing and process design, technical changes and obsolescence management, technical operational documentation and manuals, instructions for continued airworthiness when applicable.

*I design right first time,
and support final
operators on engineering
aspects*

SCMH structure and content (Cont'd)



Make:

- Establishment of the production organization, new product industrialization, industrial qualification, manufacturing, and verification activities in serial production phase, as well as management of industrial changes.

Buy

- Selection, contracting and monitoring of suppliers and sub-tiers to ensure purchased products and services meet final customer requirements and suppliers continually raise their performance levels.

I always produce on quality, on time, from the beginning and I control internal changes

I have the right suppliers and adequately manage them

SCMH structure and content (Cont'd)



Deliver

- Pre-delivery and delivery operations, product preservation and delivery documentation, delivery performance monitoring to ensure on quality / on time delivery. This may include management of activities performed at the customers' production sites before delivery of the final product to the end customer or operator.

Deliveries operations (incl. Documents) and activities performed at customer site protect my products and my customers

Customer Support

- Supporting the final customer / operator of the product to ensure smooth product entry into service and end user satisfaction during in-service phase. This includes maintenance, repair and overhaul of products, provision of spares, technical assistance, training and operational documentation, product monitoring including in-service data feedback and analysis, and management of off-site activities.

Operators of the final product are well supported, and feedback loop exists

Current SCMh Topics (as of March 2021)



Plan & Manage

- Advanced Product Quality Planning (APQP)
- Capacity Management, Ordering and Logistics
- Competency Management
- Compliance Education
- Configuration Management
- Contractual Requirements Review and Management
- Integrated Management System
- Key Performance Indicators KPI Metrics and Definitions
- Process Mapping Guidance Material
- Project Management
- Risk Management
- Root Cause Analysis and Problem Solving
- Sales, Master Scheduling & Sequencing
- Work Transfer Management

Design & Develop

- Deployment & Support Material for Software 9115
- Design/ Engineering and Product Development KPI Detailed Definitions
- Engineering Tolerance Analysis
- Notice of Change NOC Tool
- Special Requirements and Critical Items Control
- Variation Sensitivity Analysis

Make

- Acceptance Authority Media Introduction
- Collection and Use of Shop Floor Gemba Input and Feedback
- Control of Nonconforming Outputs
- Counterfeit Parts Prevention
- First Article Inspection (FAI)
- Foreign Object Debris (FOD)
- Human Factors in New Manufacturing
- Managing Product and Process Variation 9103
- Manufacturing and Production (Make) Key Performance Indicator Detailed Definitions
- Manufacturing Work Instructions
- Measurement Systems Analysis MSA
- Operator Self-Verification
- Product Safety Awareness
- Statistical Product Acceptance
- Unsalvageable Item Management

Buy

- Sub-tier Supplier Control
- Supplier Management (Buy) Key Performance Indicator Detailed Definitions
- Supplier Selection and Capabilities Assessment (SSCA)
- Supplier Quality Management Basics (SQMB)

Deliver

- Certificate of Conformance (CofC)
- Delivery Key Performance Indicators Detailed Definitions

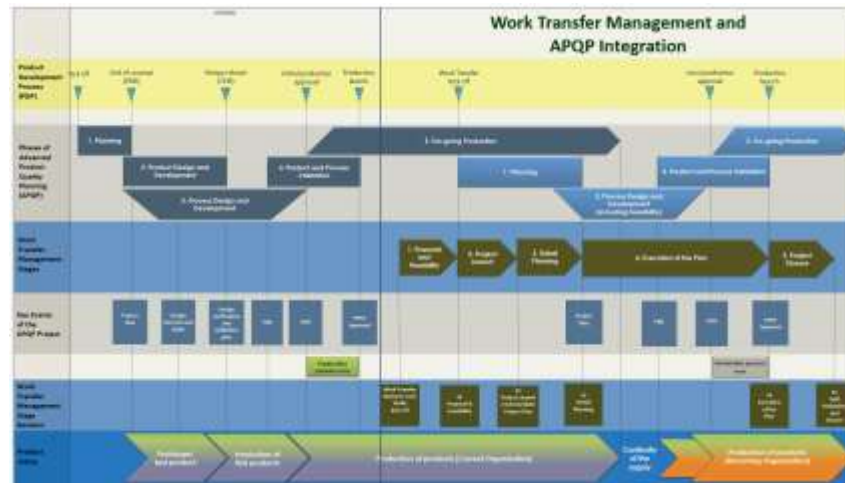
Customer Support

- Customer Support Key Performance Indicator Detailed Definitions
- Product Entry Into Service (EIS)

Some Examples of existing SCMH sections

Work Transfer Management

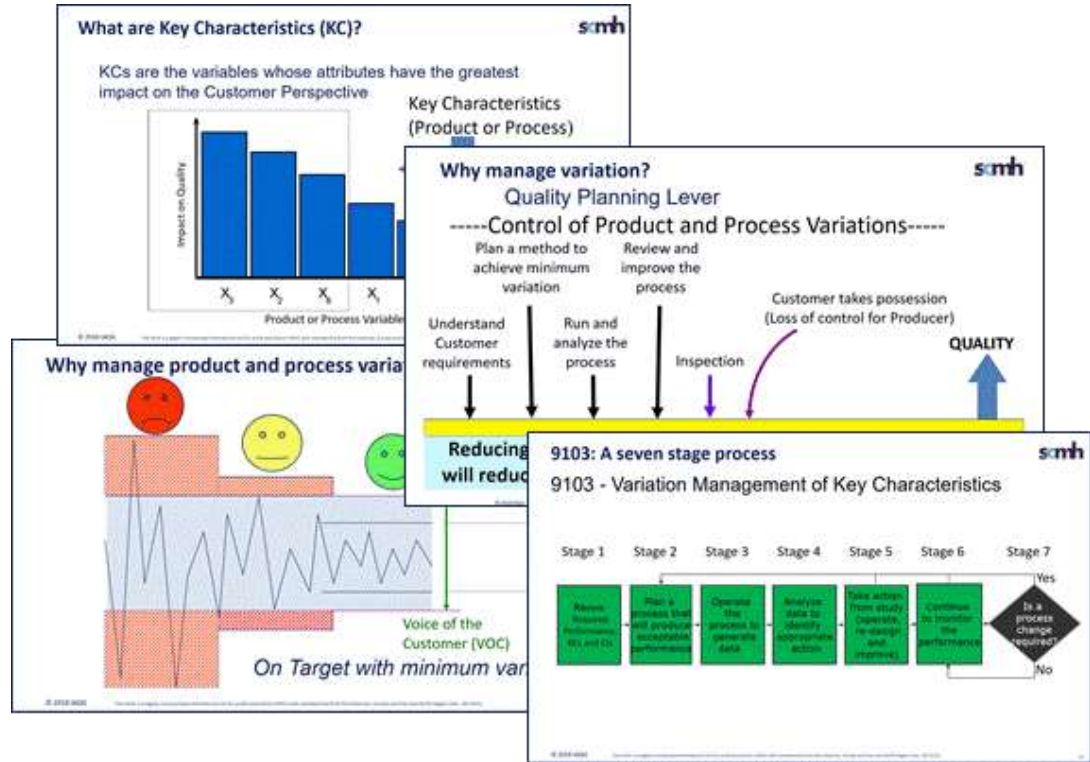
- Work Transfer Management procedure integrating APQP
- 5 steps - 4 gate review process
- Fillable forms for:
 - Each gate review
 - Project Proposal
 - Risk Assessment & Business Case
 - Product Readiness Review



Variation Management of Key Characteristics (9103)



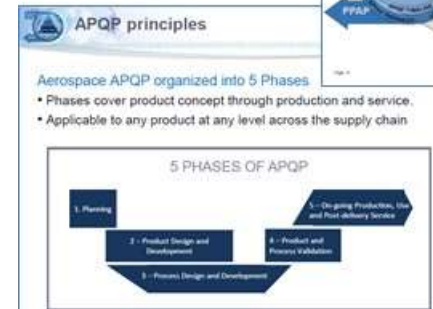
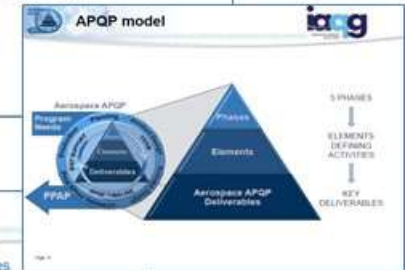
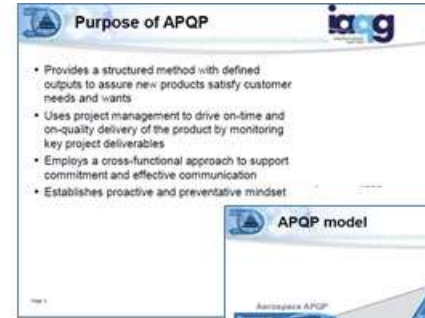
- Provides basic knowledge about Key Characteristics
- Explains the value of managing variations
- Details how to deploy the Seven Stage process of 9103
- Guidance material will be aligned when 9103 is revised



Advanced Product Quality Planning (APQP) Supports deployment of IAQG standard 9145

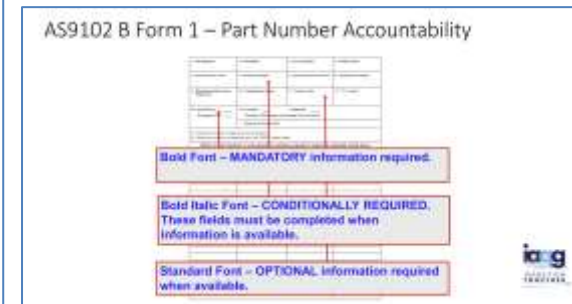


- Explains the purpose of the APQP and its benefits
- Describes
 - The main Pillars of the APQP
 - 1. Organizational commitment & Management support
 - 2. Cross functional team
 - 3. Effective project planning
 - APQP Principles
 - 5 Phases of APQP
 - APQP Elements and their deliverables
- Guides the user about how to manage the APQP Process and reports progress during deployment on a new product introduction
- Proposes some checklists, templates, etc.



First Article Inspection (FAI)

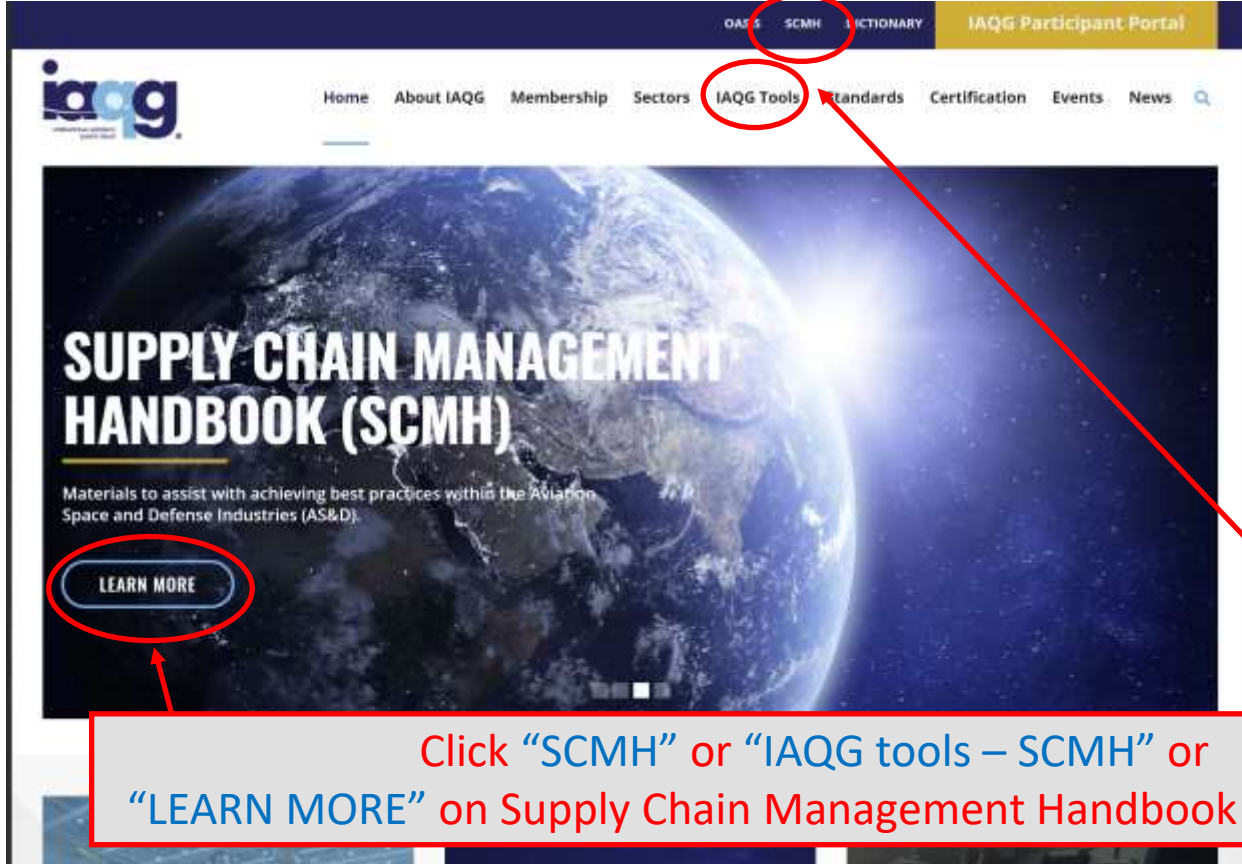
- Guidance material aligned to 9102
- Includes:
 - FAI FAQ
 - Step by step instruction for filling out 9102 FAI reporting forms
 - Form 1 - Part Number Accountability
 - Form 2 - Product Accountability
 - Form 3 - Characteristic Accountability, Verification and Compatibility Evaluation



Accessing SCMH on the IAQG web-site

IAQG Link to SCMH

IAQG.org



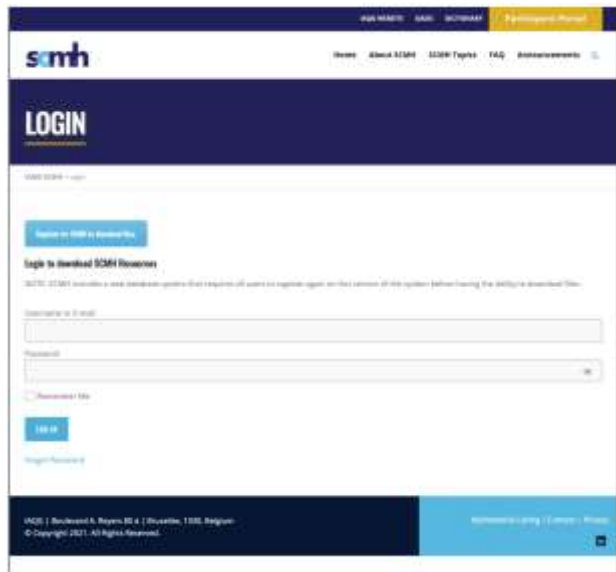
The screenshot shows the IAQG website with the following elements:

- Top navigation bar: OAS, **SCMH**, DICTIONARY, IAQG Participant Portal
- Secondary navigation bar: Home, About IAQG, Membership, Sectors, **IAQG Tools**, Standards, Certification, Events, News
- Main banner: SUPPLY CHAIN MANAGEMENT HANDBOOK (SCMH), Materials to assist with achieving best practices within the Aviation Space and Defense Industries (AS&D), **LEARN MORE**

Red circles highlight the 'SCMH' link in the top bar, the 'IAQG Tools' link in the secondary bar, and the 'LEARN MORE' button in the banner. A red arrow points from the 'IAQG Tools' link to the 'LEARN MORE' button.

Click “SCMH” or “IAQG tools – SCMh” or “LEARN MORE” on Supply Chain Management Handbook (SCMH) page

SCMH Registration

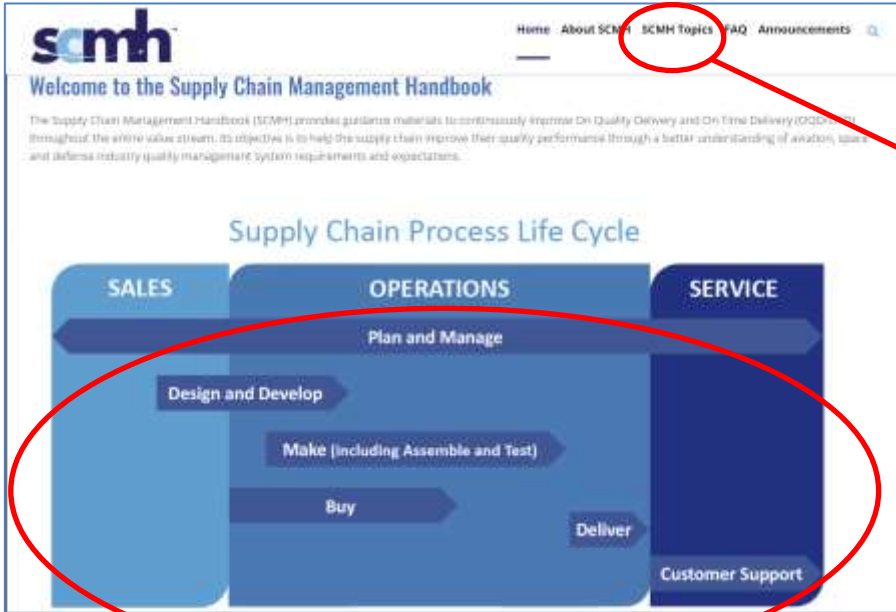


Registration is **free**, just a few questions to gage it's use, and the global reach of the SCMh.

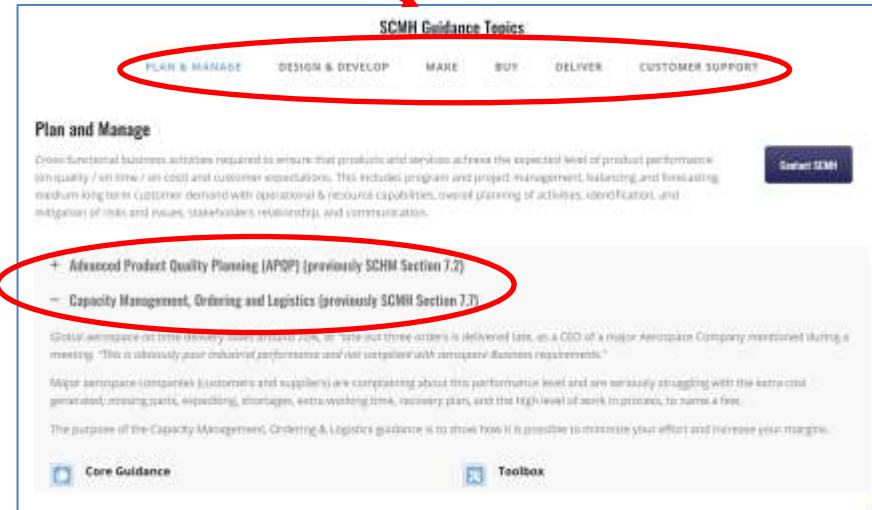


The registration popup occurs when you download/view materials or toolbox items. It is required to register on this new platform before using the “forgot password” function.

SCMH Access



SCMh Topics are divided by Supply Chain Process. SCMh Topics are listed and expand to show a description, available webinars, Core and Toolbox guidance.



The screenshot shows the 'SCMh Guidance Topics' page. At the top, there is a navigation menu with links for PLAN & MANAGE, DESIGN & DEVELOP, MAKE, BUY, DELIVER, and CUSTOMER SUPPORT. The 'PLAN & MANAGE' link is circled in red. Below the navigation is a section titled 'Plan and Manage' with a description and a 'Contact SCMh' button. Below this, there are two expandable sections: '+ Advanced Product Quality Planning (APQP) (previously SCMh Section 7.3)' and '- Capacity Management, Ordering and Logistics (previously SCMh Section 7.3)'. Both sections are circled in red. Below the expandable sections, there is a 'Core Guidance' button and a 'Toolbox' button.

Links to SCMh Topics

SCMH Access



A quick look at the
SCMH.

Get there fast;

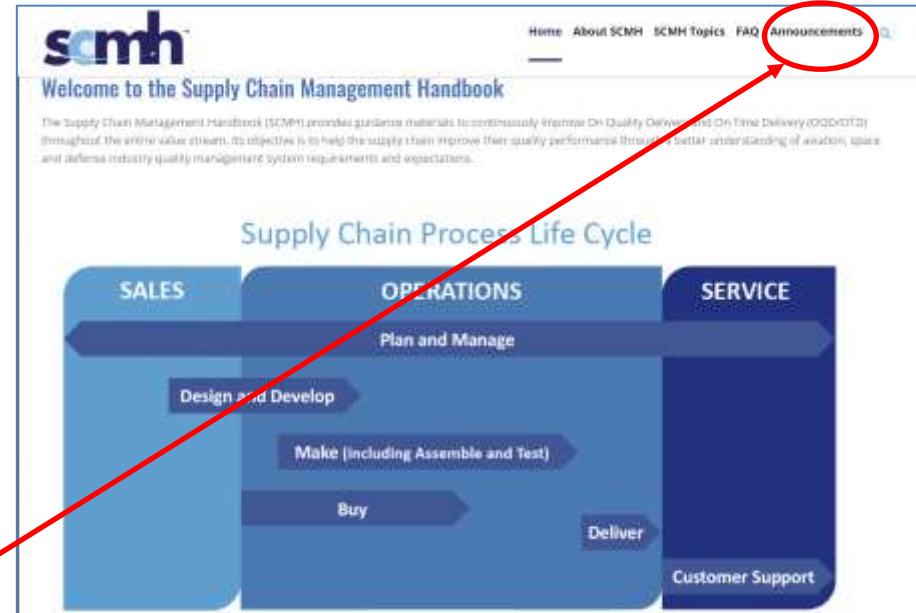
scmh.iaqg.org



SCMH webinars

SCMH Webinars

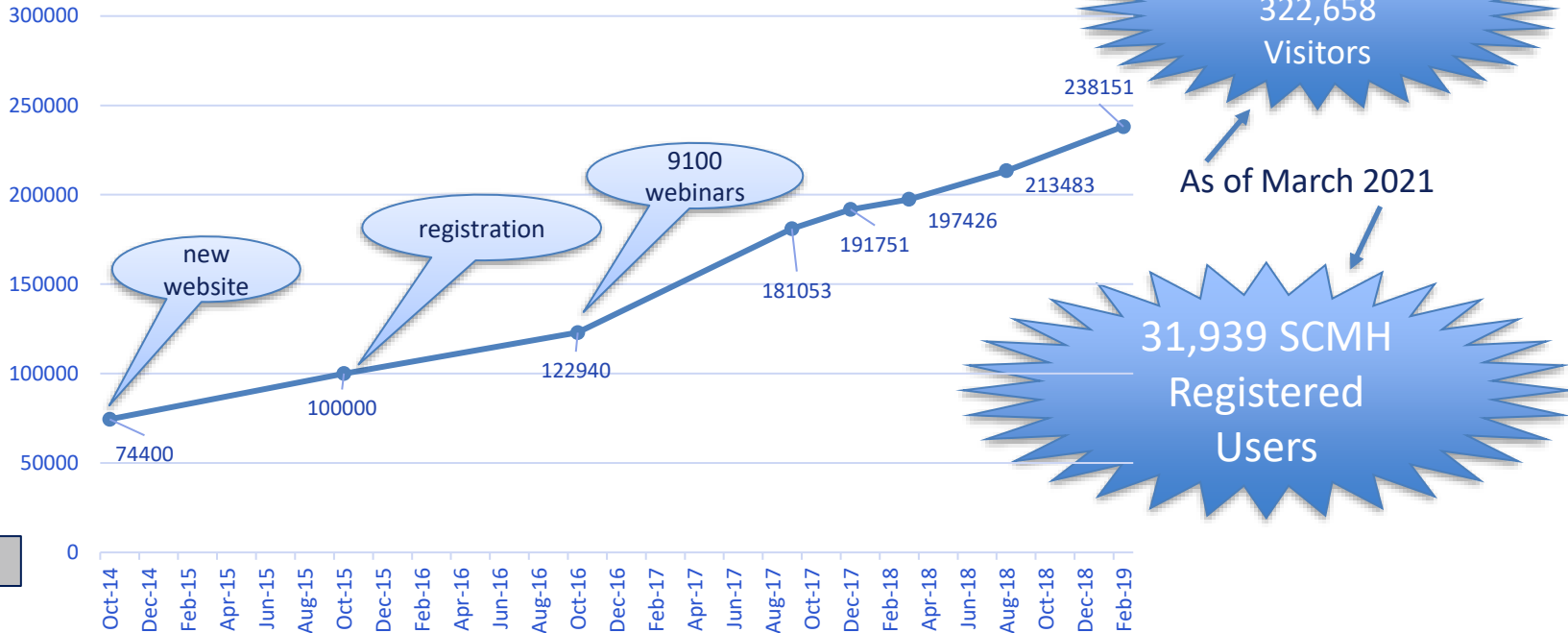
- The IAQG has introduced SCM Awareness Webinars with a different SCM guidance topic addressed in each webinar.
 - The first part of the webinar introduces the SCM, the content and how to access the guidance. The second part is lead by one of the authors of the specific SCM guidance as the attendee is taken thru the high points.
 - To attend an upcoming webinar, become a registered user of the SCM <https://scmh.iaqg.org>
 - You will see the next schedule webinar “FREE to Attend” by going to the “Announcement” page.



Some SCM_H metrics

Product & Supply Chain Improvement KPIs

SCMH Visitor Tracking

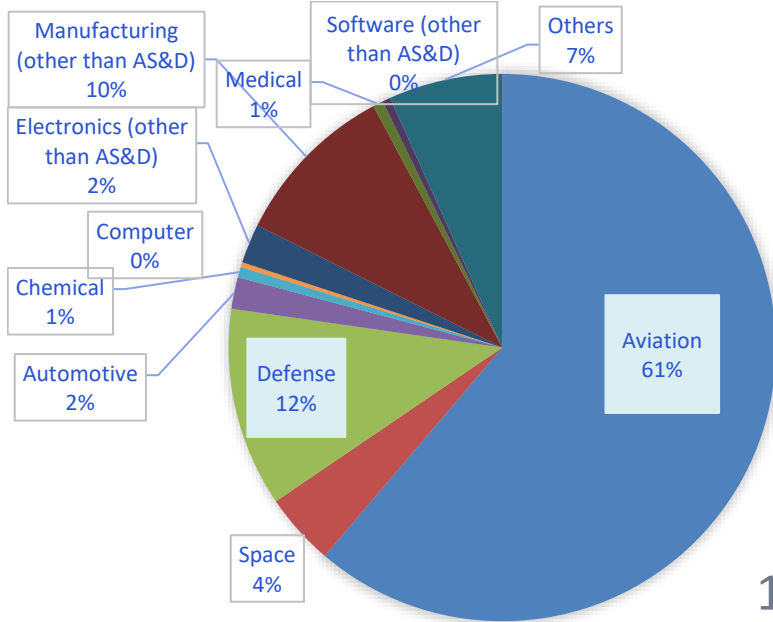


Revised 25FEB2019

Appetite for the SCM is real & growing!

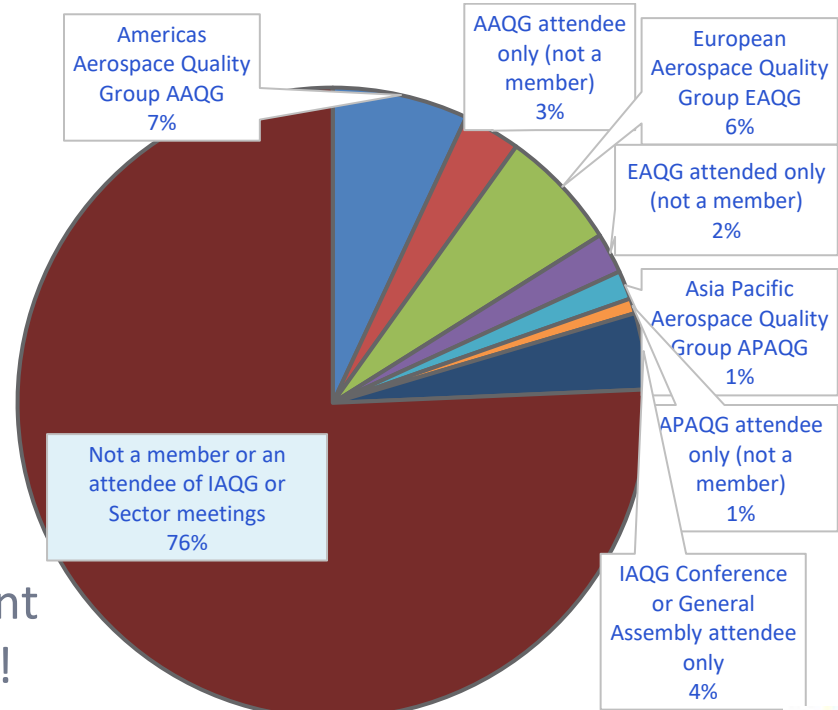
SCMH usage KPIs

What Industry do you work in?



77% AS&D

Are you an IAQG or Sector member?



102 different countries !

Majority of SCM users are from Aerospace & Defence industry. They are not directly involved in IAQG but are in our supplier base: We have reached our target !



Revised 25FEB2019

SCMH Guidance Topics

PLAN & MANAGE DESIGN & DEVELOP MAKE BUY DELIVER CUSTOMER SUPPORT

Plan and Manage

Cross-functional business activities required to ensure that products and services achieve the expected level of product performance (on quality / on time / on cost) and customer expectations. This includes program and project management, balancing and forecasting medium to long term customer demand with operational & resource capabilities, overall planning of activities, identification and mitigation of risks and issues, stakeholder's relationship, and communication.

Contact SCM

+ Advanced Product Quality Planning (APQP) (previously SCMH Section 7.2)

- Capacity Management, Ordering and Logistics (previously SCMH Section 7.3)

Global aerospace on time delivery took around 70%, or "one out three orders is delivered late," as a CEO of a major Aerospace Company mentioned during a meeting. "This is obviously poor indicator of performance and not compatible with aerospace business requirements."

Major aerospace companies (customers and suppliers) are complaining about this performance level and are seriously struggling with the extra cost generated, missing parts, expediting, shortages, extra working time, recovery plans, and the high level of work in process, in some cases.

The purpose of the Capacity Management, Ordering & Logistics guidance is to show how it is possible to maximize your effort and increase your margins.

Core Guidance Toolbox

Questions? "Contact Us".

