



Supplier Manual

Client Focus
Teamwork
Leadership
Integrity
Innovation

General Dynamics Land Systems
Supplier Manual

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1.0 Introduction

1.1 General Dynamics –Business Ethics & Conduct

As a matter of sound procurement practice and basic business integrity, we at General Dynamics Land Systems select our suppliers based on objective criteria such as price, quality, and prior performance. No purchase decisions will be made which may be influenced by improper consideration, such as personal friendship, favors, gifts, or entertainment.

Suppliers or potential suppliers are expected to understand, respect, and adhere to General Dynamics Land Systems' (GDLS) policy that an employee is not to accept any gift, entertainment or other gratuity from any supplier or bidder for business with GDLS.

Refer to the [General Dynamics Business Ethics Blue Book](#) link on gdls.com

1.2 General Communications

All communication must be conducted through your General Dynamics Land Systems Supply Chain Management (GDLS SCM) Professional (herein referred to as “Buyer/Subcontract Administrator”) who has total responsibility for the execution of the bid and/or placing of business with you.

General Dynamics Land Systems is committed to timely responsiveness to our suppliers and therefore expects the same in return.

Fact-finding or clarification requests may be initiated by the Buyer/Subcontract Administrator for any aspect of an offer including delivery schedules, quality requirements, exceptions, and pricing; or where pricing or delivery is clearly not in line with expectations based on historical data, purchase volumes, market trends and/or competing quotations. This process is intended to ensure our complete understanding of your bid, and that you understand our requirements.

When a supplier is experiencing problems or delays which may affect a contractual ship date to General Dynamics Land Systems, the supplier is expected to contact the General Dynamics Land Systems Buyer/Subcontract Administrator to advise the nature of the problem and proposed revised ship date.

1.3 Visiting General Dynamics Land Systems

All General Dynamics Land Systems personnel are responsible to coordinate supplier visits to General Dynamics Land Systems facilities with Supply Chain Management if any of the following occur:

- Technical meetings/discussions.
- Visits and formal meetings at General Dynamics Land Systems or supplier/subcontractor facility.

A visitor to any of the General Dynamics Land Systems Facilities is any person who is not a General Dynamics Land Systems employee, contractor, or General Dynamics Land Systems assigned Government employee requiring access to a Company facility on official business. This includes a person or group that is attending meetings or a plant tour. Visitors must use lobbies or manned guard posts to enter or leave General Dynamics Land Systems facilities. Where applicable, lobby receptionists at General Dynamics Land Systems plants/facilities assist Protective Services in the issuance of visitor’s badges.

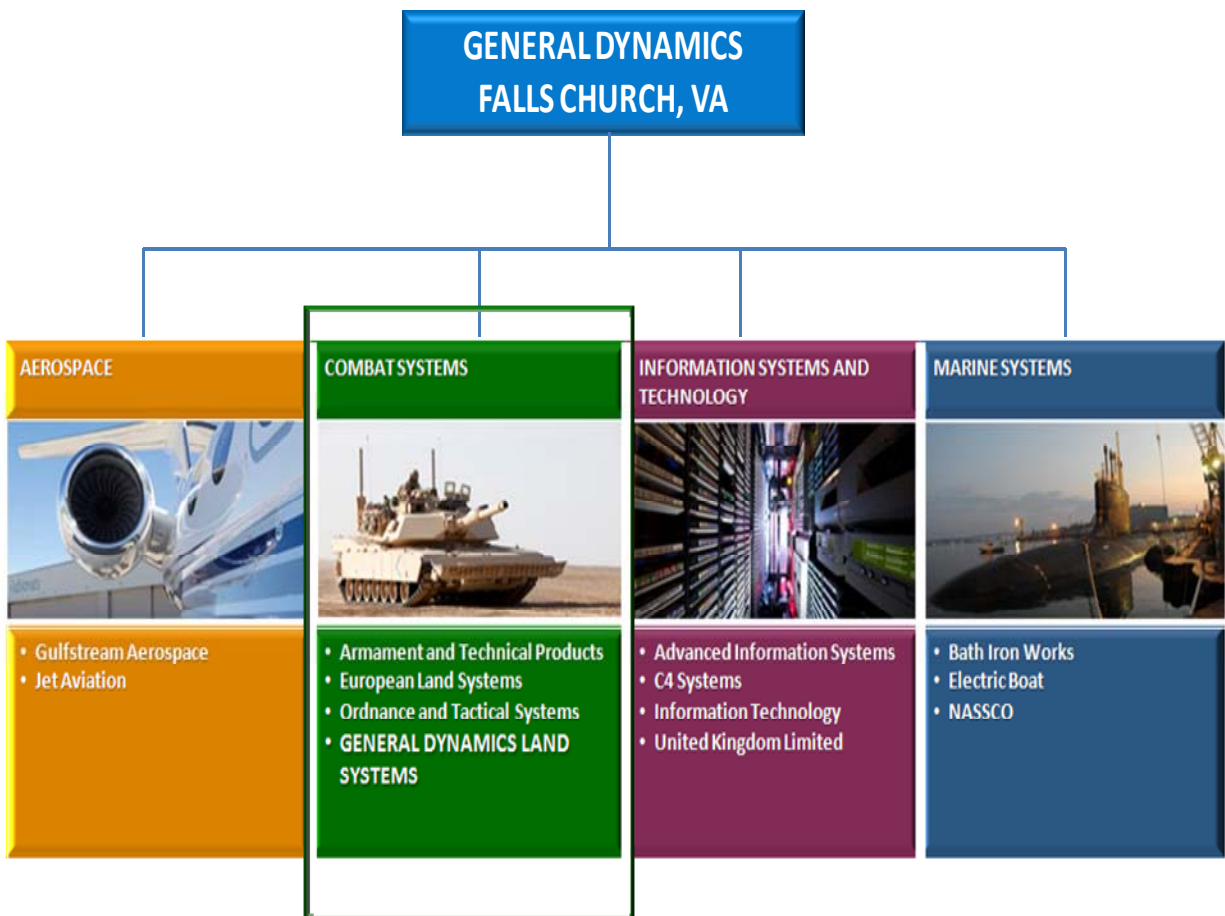
Photograph identification is required for entry into the General Dynamics Land Systems Facilities. Our facilities consider many items (e.g., cameras, laptops, etc.) as prohibited. Please inquire with your contact regarding prohibited items.

2.0 General Dynamics Corporation

2.1 Corporate Structure

General Dynamics, headquartered in Falls Church, Virginia (NYSE: GD) is a market leader in business aviation; land and expeditionary combat systems, armaments and munitions; shipbuilding and marine systems; and mission-critical information systems and technologies. Refer to www.gd.com for further information.

General Dynamics Combat Systems, which is one of the four main business segments of General Dynamics, is a global leader in producing, supporting and sustaining land and expeditionary combat systems for the U.S. military and its allies. This business segment supplies land and amphibious combat vehicles and systems, including armored vehicles, power trains, turrets, munitions and gun systems.



3.0 General Dynamics Land Systems ... Strength on Your Side

General Dynamics Lands Systems (GDLS), headquartered in Sterling Heights, Michigan, is a wholly owned subsidiary of General Dynamics Corporation. The company, part of Combat Systems, designs and builds armored vehicles and subsystems for the U.S. Army, U.S. Marine Corps, and international customers, and is the defense industry's largest supplier of armored military vehicles. The Sterling Logistics and Engineering Center provides training and logistics support to customers around the world.

General Dynamics Land Systems' business priorities are to maintain its technological advantage with focused development efforts, continuously reduce cost to its customers, maintain and extend the tank franchise, pursue and develop other close combat vehicle franchises, and grow the combat information system segment of the business.

General Dynamics Land Systems is well positioned for the future with a clear market niche and a strong array of capabilities. These capabilities include precision machining, experience with steel and aluminum and special armor, product fabrication, assembly, technical training, total package fielding, manufacturing technical assistance; contract logistics support services, systems integration, combat systems development, electronic production and assembly, software development, and prototype development.

General Dynamics Land Systems – Canada (GDLS-C), is a veteran in the light armoured vehicles business. From designing and engineering, manufacturing through program management and onto life cycle support services, the London Ontario based operation supports domestic and international markets. Repair, retrofit and modification activities in support of the Canadian Army are performed in an Edmonton, Alberta facility.

General Dynamics Land Systems - Australia is regionally focused with experience supporting Land Systems' products with the regional headquarters and support center in Pooraka (Adelaide), SA. Support centers in Darwin and Brisbane provide sustainment, repair and overhaul work. Contract Management is worked through the Melbourne office and Business Development is based in Canberra.

General Dynamics Robotics Systems (GDRS), located Westminster, Maryland, is the world leader in tactical autonomous robotics and the command and control technology that manages autonomous systems. GDRS designs and manufactures complex electro-mechanical and advanced automated systems for military, government, and commercial clients.

General Dynamics Amphibious Systems (GDAMS) in Woodbridge, Virginia, is a market leader in business aviation; land and expeditionary combat systems, armaments and munitions; shipbuilding and marine systems; and information systems and technologies.

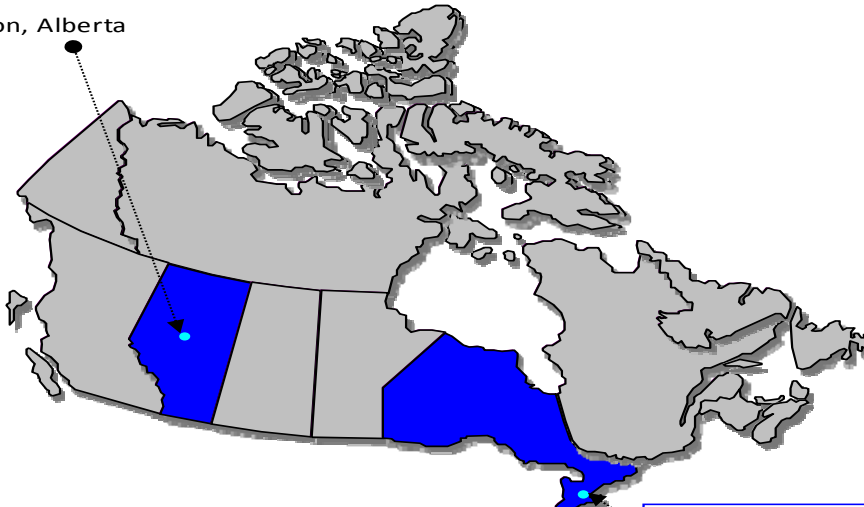
General Dynamics Land Systems – Force Protection (GDLS-FP), Explosive and Ballistics Test Range in Edgefield, SC allows us to quickly develop new products critical for the ever-changing combat environment. Working with our customer, we strive to get quality solutions to our heroes quickly.

General Dynamics Land Systems - Force Protection Europe in the United Kingdom supports the armed forces with the most cutting edge survivability solutions available.

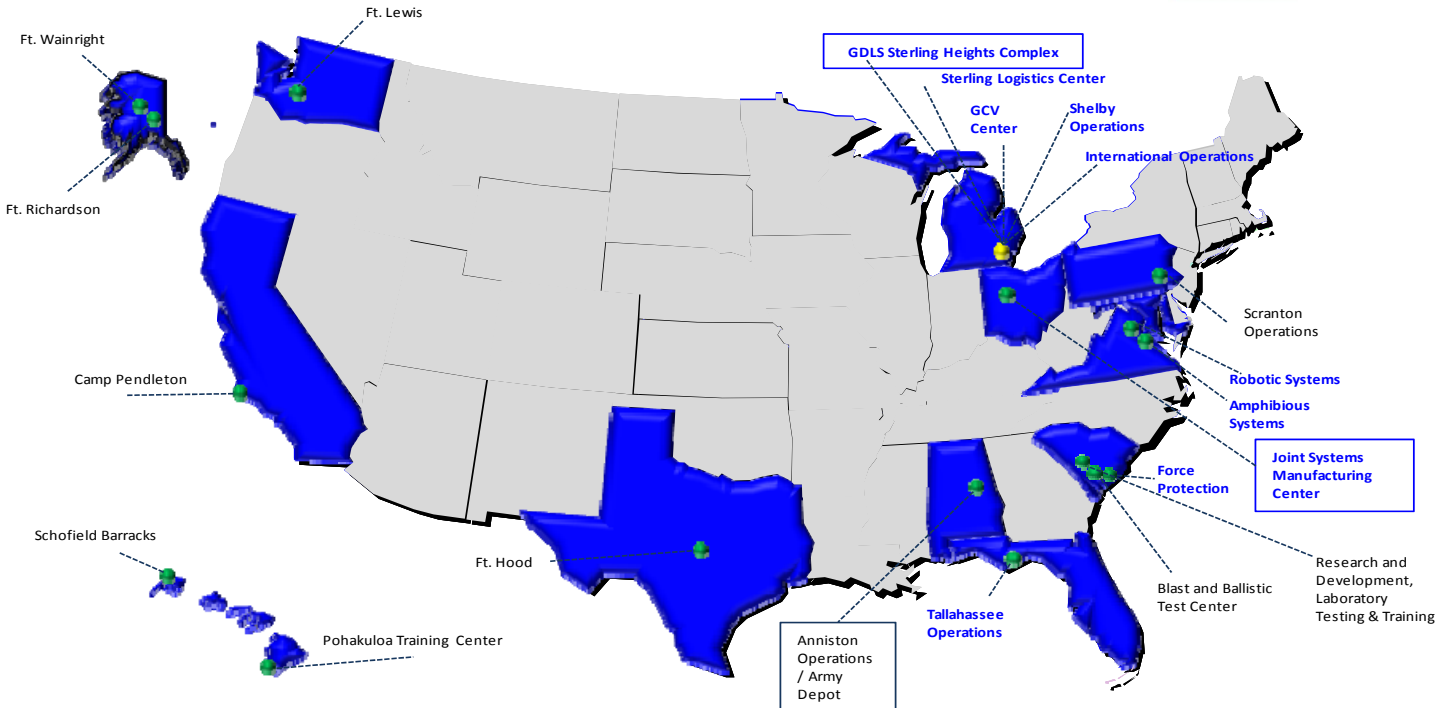
3.1 General Dynamics Land Systems North American Locations



Edmonton, Alberta



GDL – Canada
London, Ontario



Key: **GDL Employees and Support Personnel**
Includes Supply Chain Management Personnel

4.0 General Dynamics Land Systems – Supply Chain Management



<p>MISSION</p> <p>“Our purpose is to manage the supply chain to consistently provide on time, quality, and cost effective material and services to our internal and external customers while assuring stakeholder value.</p> <p>This is achieved through developing best value supply chain relationships and core processes in team collaboration with all GDLS organizations, our customers, and suppliers in an environment of open communication, mutual trust, and shared commitment to operational excellence, continuous improvement, and high ethical standards.”</p>     <p>WORK THE PLAN</p> <p>MAKE A DIFFERENCE</p>	 <p>Think the Business</p> <ul style="list-style-type: none"> • Have a Sense of Urgency • Standardization = Efficiency  <ul style="list-style-type: none"> • Listen to the Voice of the Customer • Enterprise Continuous Improvement Processes • Suppliers are Invaluable Assets <p>Collaboration is Key to Success</p>	<p>VISION</p> <p>“To execute innovative and cost effective Supply Chain solutions throughout the development, design, manufacturing, and life cycle support phases that are Best in Class in quality, schedule, cost, and overall customer satisfaction.”</p> <p>Supply Chain Management is at Center of the Value Chain</p>   <p>SECURE THE FUTURE</p>
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4.1 Mission & Vision

General Dynamics Land Systems provides the best value across the full spectrum of land combat systems to meet the ever-changing needs of our clients and the global defense market. We strive to secure our future through world-class design and systems integration, superior production, and innovative life cycle support. We achieve success by satisfying our clients, motivating our employees, empowering strong teams and rewarding our investors.

Achieving this mission and vision is highly dependent on the performance of our suppliers. The extent to which our suppliers comply with our technical, commercial and performance requirements and expectations is key to General Dynamics Land System’s success.

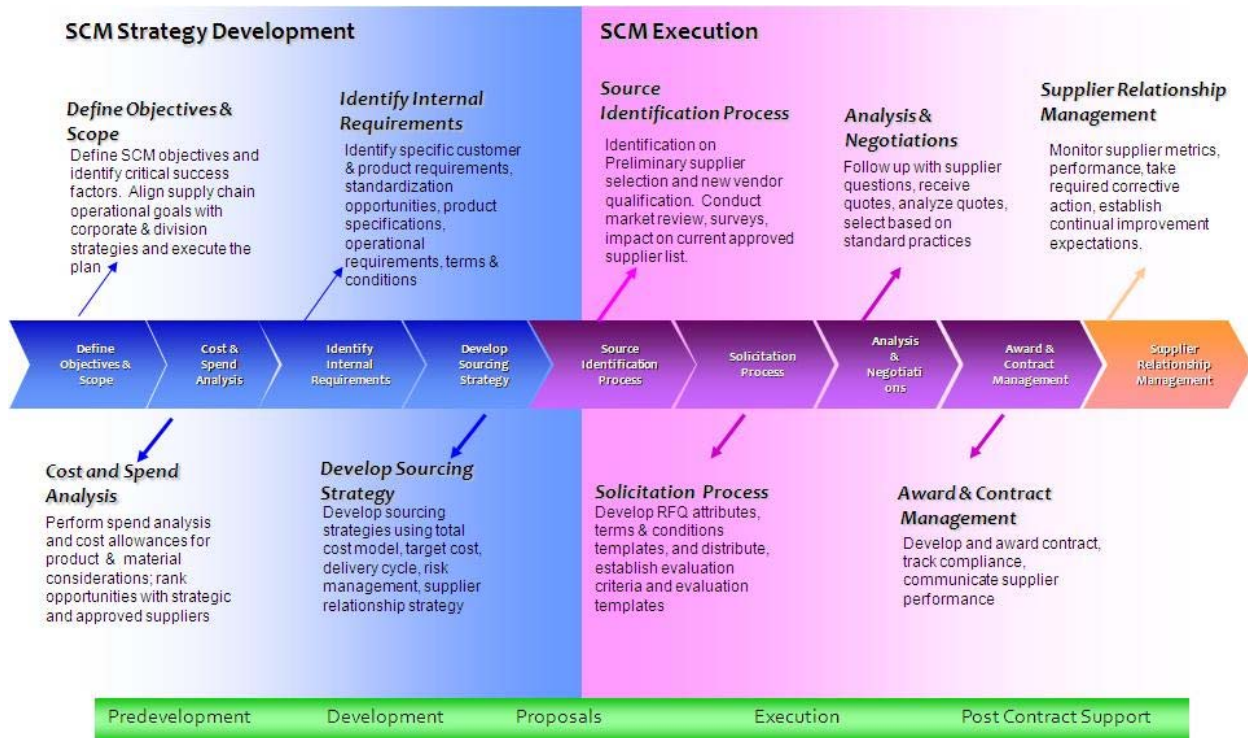
We focus on complete customer satisfaction by striving to meet all contractual requirements, as well as by responding to and resolving on a timely basis, every customer request. Because supplier performance is a key factor in our performance and ability to satisfy our customers we must work together to deliver a world class product on time and within budget.

Our objective is to develop long term, strategic relationships with our suppliers based upon trust, integrity, respect, communication and proven performance.

4.2 The Supply Chain Management Life Cycle Model

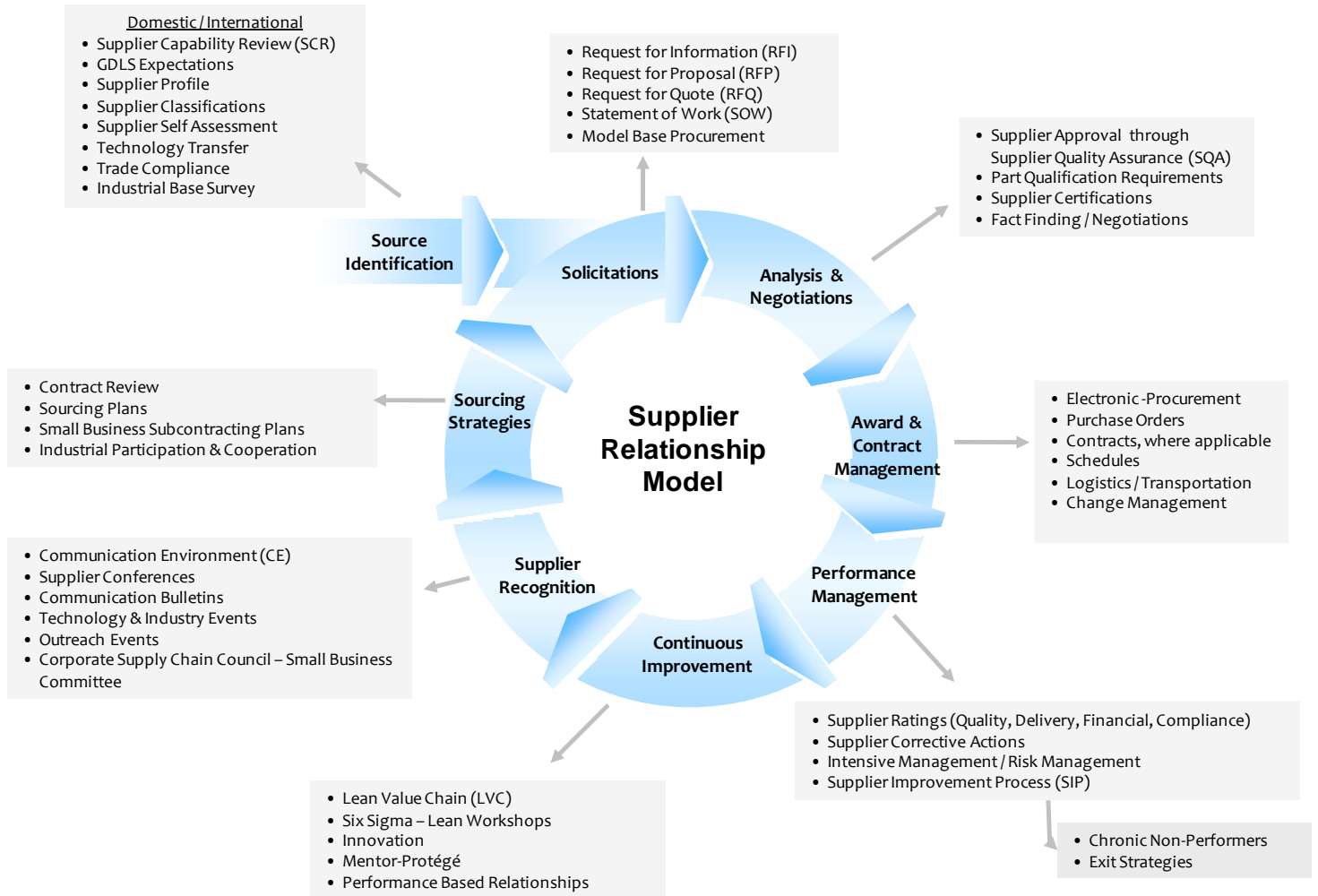
General Dynamics Land Systems has embarked on an innovative direction with regards to Supply Chain Management and collaborative relationship development. The information contained in this document provides the supplier with guidance as to expectations and performance requirements.

Defining General Dynamics Land Systems expectations will help us work together towards achieving our performance, continual improvement and customer satisfaction objectives.



4.3 The SCM Relationship Model

Our supplier relationships are governed by a continuum of integrated events/processes that begin with the identification of a supplier or source to supply a component, product, subassembly or service. These relationships are characterized by innovation, collaboration, integration, performance and continuous improvement. If our suppliers do not work together with us to continuously improve performance, integrate their business processes, etc., they are held accountable, as indicated below.



5.0 Doing Business with General Dynamics Land Systems

5.1 What Do We Expect From Our Suppliers?

General Dynamics Land Systems has long recognized that current and future market success depends upon product technology, quality, cost-competitiveness and the ability to meet deadlines. Consequently, General Dynamics Land Systems performance is continuously measured by **Delivery, Cost, Quality, Capability and Responsiveness** indicators. As such, our suppliers must be positioned and poised to actively contribute in a Continuous Improvement process, as outlined in the General Dynamics Land Systems Supplier Development Program.

In the service of Governments and Military staff the world over, General Dynamics Land Systems, through its Supply Chain Management team, sets the highest standards for the Quality of our outsourced products and services.

General Dynamics Land Systems global Customer base places increasing demands on our Company for leading edge technology, while also placing local content constraints as a critical success factor for contract award. General Dynamics Land Systems has, through its supply base, achieved a high level of success in creating partnerships and supply chains to balance these requirements. Additionally, our Customers increasingly consider the "Total Cost of Ownership" as a major market differentiator. General Dynamics Land Systems continues to invite and rely on our suppliers' willingness to share risks and opportunities with General Dynamics Land Systems in coordinated and mutually beneficial business ventures.

The General Dynamics Land Systems Supply Chain Management team values appropriate supplier choices, involvement, continuous improvement and process/technology development as the backbone of a high-performing supply network supporting our Business Units by reducing organizational cost and risk. General Dynamics Land Systems also recognizes and wishes to leverage the value of the capability, expertise and innovative technology which suppliers develop and offer through their own R&D efforts.

Our suppliers may be invited to participate in various activities and exercises which General Dynamics Land Systems deems appropriate to their positioning and/or their product and service offerings. It is General Dynamics Land Systems expectation that suppliers provide all required information in full transparency, in accordance with the guidelines of General Dynamics Land Systems.

5.2 What Can Suppliers Expect From Us?

The global presence of General Dynamics Land Systems offers a broad range of opportunities to suppliers invited and willing to form a part of the General Dynamics Land Systems supply network. The General Dynamics Land Systems Supplier Database, in relation to a strong Buyer/Subcontract Administrators network within General Dynamics Worldwide, ensures the approved supplier a high level of awareness in the global General Dynamics Land Systems Supply Chain Management (SCM) community.

General Dynamics Land Systems supply chain professionals' use of the Standards of Business Ethics and Conduct ensures suppliers are treated fairly and equitably. As part of the minimum standard of operations for General Dynamics Land Systems' supply chain professionals, our suppliers can expect General Dynamics Land Systems Procurement staff to:

- Respect supplier confidential / proprietary information and not reveal it to third parties
- Manage the bid process in a transparent manner
- Make the rules of the bid process clear from the onset
- Act in all circumstances with fairness
- Review competing offers objectively
- Do everything possible to respect deadlines or explain delays
- Refuse any gift, invitation or favors

5.3 Maneuver Collaboration Center (mc²) Innovation

At General Dynamics Land Systems, the Maneuver Collaboration Center (mc²) was conceived to bring together the brightest minds in the defense industry and leverage our strong system engineering heritage to increase the velocity for which we deliver the best possible combat systems to the Warfighter. It is both a virtual community as well as an independent state of the art innovation facility on the Sterling Heights, Michigan campus.

The mc² facility is a complete "alpha to omega" life-cycle laboratory where promising ideas are conceived, examined and implemented. Through collaboration within mc², we can accelerate the insertion of innovative solutions to continue supporting the needs of the Warfighter.

The mc² virtual community is globally accessible 24/7. It serves as the virtual collaborative environment promoting communication and innovation. mc² was designed to allow for an unprecedented level of innovative collaboration between the General Dynamics Land Systems team of world-class engineers and supply chain management professionals, General Dynamics Land Systems teammates, customer, suppliers, academia and most importantly the Warfighter.

Suppliers and Potential suppliers have the opportunity to:

- Upload Interests & Capabilities, Product Offerings, White Papers, Trade Studies, and other material regarding their organization
- Communicate Proprietary Information in a Secure and Controlled Environment
- View Opportunities and Needs by Various Technology Thrust Areas
- Submit Innovative Solutions
- Collaborate with General Dynamics Land Systems and Other External Parties
- Search for Information.

There is no membership fee to join mc². To learn more or register please visit gdls.com/mc2

5.4 Small Business Program

General Dynamics Land Systems recognizes that small and diverse businesses help drive innovation within the supply chain. It is General Dynamics Land Systems' corporate policy that small businesses shall have the maximum practicable opportunity to participate in the competitive process for Purchase Orders (PO)s and subcontracts consistent with the goals of the company and its customers.

Small Business (SB) concerns include those owned and controlled by socially and economically disadvantaged individuals (small disadvantaged businesses - SDB), women-owned (WOSB), certified as a historically underutilized business zone (HUBZone) and veteran-owned (VOSB), including service disabled veterans (SDVOSB). Such concerns will be given an equitable opportunity to compete for products and services for which they are technically and financially qualified to deliver.

General Dynamics Land Systems recommends that you register your company profile into the U.S. Government's Central Contractor Registration (CCR) database which is part of The System for Award Management (SAM) is a free web-site which consolidates Federal procurement systems. The CCR incorporates the former PRO-Net, the Small Business Administration (SBA)'s online database of small, small disadvantaged and woman-owned, HUBZone, and veteran-owned businesses wanting to do business with the federal government or its prime contractors.

Refer to the U.S. Government's Central Contractor Registration (CCR) through the Federal Government's System for Award Management (SAM) <https://www.sam.gov/>

When completing your on-line Supplier Profile, the Small Business classification should be consistent with those defined in the government agency programs. General Dynamics Land Systems validates your business classification information from the CCR database as part of the Supplier Profile approval process.

Refer to the Small Business Administration (SBA) through www.sba.gov

If you have any further questions, please contact the General Dynamics Land Systems Small Business Liaison Officer at sb@gdls.com.

5.5 Mentor – Protégé Program

General Dynamics Land Systems provides mentoring to qualified SDB, WOSB, HUBZone & SDVOSB companies in the Federal Sector, both in Department of Defense (DoD) and Civil Agencies, by utilizing their services on a bona fide contract. General Dynamics Land Systems reviews and approves candidates for the Mentor Protégé Program based on their corporate capabilities and complementary skills and duration with General Dynamics Land Systems business. The program limits participants in order to provide necessary focus for protégé development.

Participation Criteria:

- Certification by the Small Business Administration as a Small Disadvantaged Business or HUBZone Business; or Self-certification as a woman-owned, veteran-owned, or service disabled veteran-owned small business
- Subcontracting relationship with General Dynamics Land Systems for at least one (1) year
- Active participation under subcontract to General Dynamics Land Systems with the agency under which the Mentor-Protégé agreement will be placed
- Willingness to sign a nondisclosure statement allowing General Dynamics Land Systems to assess the protégé's business records.

If you have any further questions, please contact the General Dynamics Land Systems Small Business Liaison Officer at sb@gdls.com.

5.6 The Supplier Profile

The General Dynamics Land Systems website gdls.com provides basic point of contact and procurement terms and conditions data, as well as an automated submittal system for your company profile and other company information. A Supplier Profile, complete with classification by business size, degree of diversity, and product offerings shall serve as a comprehensive reference for the General Dynamics Land Systems Supply Chain Professionals.

All potential and/or new suppliers to General Dynamics Land Systems are required to complete our **On-Line Supplier Profile**.

Your **On-Line Supplier Profile** and other company information should be sent to General Dynamics Land Systems through our automated web based submittal system at gdls.com.

A confirmation notice shall be returned after the On-Line Supplier Profile has been completed and approved.

The information collected is critical to our business process. General Dynamics Land Systems' Supply Chain Management department is committed to developing world class suppliers that provide the highest quality and services at the best value, on time, every time. If your business fits our requirements for current or upcoming programs, a designated Buyer/Subcontract Administrator will contact you for further information.

Your profile will be kept on file for one year from the day of portal registration.

Information of a suppliers proprietary or company private nature shall not be accepted on the supplier profile portal, however additional information may be requested in the future as necessary.

5.7 The General Dynamics Land Systems Supplier Portal - iSupplier

General Dynamics Land Systems conducts all purchasing activities for engineering, production and service parts, repair and overhaul and indirect purchasing online using Oracle iSupplier Portal. iSupplier Portal is a secure Internet self-service tool enabling suppliers to access information related to their site.

The General Dynamics Land Systems Oracle Enterprise Requirements Planning (ERP) operating system provides:

- Process Integration and Streamlining with our Supply Chain Partners
- A Collaborative Environment for Innovative Supply Chain Solutions
- Improved Interactive Communication
- Optimal Customer / Supplier Relationship Management

The Business System capabilities include:

- Immediate e-mail notification of Purchase Orders and Request For Quotations
- Interactive Delivery Order Management
- Viewing of receiving, inspection, invoicing, and payment information at all times
- Ability to update company profile and point of contact information

Suppliers are expected to take an active role in the procurement process and become proficient using this system.

The iSupplier Portal is an online interface that functions as the primary means for communicating Purchase Orders (PO)s, Request for Quotes (RFQ)s, and Request for Proposals (RFP)s to the supply base. The application enables secure transactions between buyers and suppliers via the Internet. Suppliers can monitor and respond to events in the procure-to-pay cycle, giving them real-time access to information and the ability to respond to General Dynamics Land Systems with order acknowledgements, Promised Dates, Advance Shipment Notices (ASN), and planning details.

The system is simple to use and easy to navigate. Registered suppliers access iSupplier using designated usernames and passwords. Once online, suppliers can view purchase orders, shipments, receipts, invoices and payments by clicking on the relevant links. The portal also contains a "Quick Search" field that enables suppliers to enter document numbers to quickly find information about purchase order numbers, shipments, invoices and payments.

- For current information or access to support tools for you, visit our website at gdls.com
- Direct access to direct to iSupplier:

<https://isupplier.gdls.com/>

Training manuals are available at gdls.com to answer questions you may have regarding the use of iSupplier.

All suppliers approved to do business with General Dynamics Land Systems will have an iSupplier account. No special software, aside from an up-to-date version of Microsoft's Internet Explorer and an Internet connection, is required to access this system.

Suppliers are also requested to review and update their company contact and business classification information on a regular basis through the iSupplier portal. Suppliers shall notify General Dynamics Land Systems's procurement representative in writing of changes in supplier's points of contact (POCs). Notification shall include the updated name, title, address, phone number, and e-mail address of each changed POC.

6.0 Solicitation Process

General Dynamics Land Systems seeks to do business with suppliers that possess the following:

- Cost Competitiveness
- Core competencies that provide complementary skills – Niche type offerings are often sought over those that are in large supply. Offerings such as innovative and cutting edge technology that will conform to the customer requirements are of real interest.
- Excellent Past Performance – Demonstrated performance at the prime or subcontract level in the federal sector and commercial or second tier subcontracting is also given consideration.
- Professional Certifications & Clearances – Security Clearances: Secret, Top Secret & Facility Clearances. Project Management Professional (PMP), Software Engineering Institute (SEI), Capability Maturity Model Integration (CMMI) & ISO Certifications are frequently required.
- Understanding of federal acquisition processes and applicable Federal Acquisition Regulations (FAR)s and, Defense .
- Comprehension of the RFI/RFP/award process and the Federal Acquisition Regulation (FAR). The ability to analyze a RFP and provide well developed responses that contribute to the win strategy of a team.
- Sound financial structure – Well established businesses that demonstrate sustainability

General Dynamics Land Systems may solicit the supply base through a variety of tools, such as the Request for Information (RFI), the Request for Proposal (RFP) and the Request for Quotation (RFQ).

6.1 Request for Information (RFI)

General Dynamics Land Systems has two (2) main reasons for issuing an RFI to a company and/or companies:

- To understand and gather information from companies on their products, services and new technologies
- To solicit specific information/technology and establish a Supply Base for that specific need

Supply Chain Management issues a Request for Information in a consistent and uniform manner utilizing the most effective means such as, Technology Day Events, Website solicitation, and/or Electronic communication.

Key issues to remember when responding to an RFI:

- Must not include Proprietary Information / Data without an executed Non-Disclosure Agreement (NDA)
- Hardware and/or software samples must not accompany an RFI response without the proper execution of appropriate documents between General Dynamics Land Systems and your organization.

The end result of the RFI process should provide a confident list of potential bidders to both receive and respond to a Request for Proposal (RFP).

6.2 Request for Proposal (RFP)

The RFP Process solicits a formal proposal from potential supplier(s) in response to a General Dynamics Land Systems prepared set of requirements for procurement. It is essential that the RFP fully define all subcontract requirements because it can evolve into a Subcontract document.

Key points to remember in the RFP Process are as follows:

- The bidder(s)' formal response should contain a detailed price proposal
- The bidder(s)' formal response should address each of the elements of the RFP
- Strict change control methods are implemented and adhered to throughout
- The Contract Type to be addressed (i.e., cost reimbursement or firm fixed price)

6.3 Request for Quotation (RFQ)

General Dynamics Land Systems has three (3) reasons for issuing an RFQ to suppliers:

- Customer request for price and availability
- Customer request for a firm order
- Expired pricing from a previous quote

General Dynamics Land Systems requires quote response within the specified timeframe found in the RFQ documentation. The Buyer/Subcontract Administrator will provide a deadline when the RFQ is issued. A response to a General Dynamics Land Systems quotation request is expected from suppliers.

If the supplier does not intend to make an offer, a "No Bid" response confirms that the company received the request and helps us to better understand the correct fit in the supplier community, particularly if a brief explanation is given. It also avoids time being wasted in attempting to verify whether a supplier is intending to bid or whether a bid may have been lost or misdirected.

6.4 Competitive Bidding

It is General Dynamics Land Systems' policy to extend the opportunity to quote to as many suppliers as is reasonably practical.

We are required to demonstrate, via audits, that orders have been competitively quoted.

All Buyer/Subcontract Administrators follow this requirement and adhere to corporate procurement processes that link General Dynamics Land Systems' procurement activities worldwide and ensures that General Dynamics develops a world class supplier base generating the best value to its various customers in quality, service, and price.

6.5 Order of Precedence

A supplier's contract with General Dynamics Land Systems constitutes the entire, fully integrated agreement of the parties. In the event of any inconsistency among the contract, the inconsistency shall be resolved by giving precedence in the following order unless otherwise specified in the contract:

- Purchase order to which the terms and conditions are attached
- The Terms and Conditions
- The Drawings
- The Specifications
- Other documents incorporated by reference

6.6 Terms & Conditions

Your RFQ or PO will specify the terms and conditions that are applicable to the PO.

- Terms & Conditions for General Dynamics Land Systems are available at gdls.com

Should a supplier make an offer to General Dynamics Land Systems that requires a variation to these conditions, the supplier must clearly identify the exception on the Quotation Response, along with the reason and suggested alternative language.

6.7 Flowdown of Federal Acquisition Regulation (FAR) and Department of Defense FAR Supplement (DFARS) clauses

General Dynamics Land Systems flows down the applicable requirements set forth in the Federal Acquisition Regulations (FAR) or Department of Defense (DOD) FAR Supplement (DFARS) General Dynamics Land Systems under prime contracts covered by the mandatory disclosure rules, consistent with the requirements of such clause.

6.8 Quality Requirements.

General Dynamics Land Systems purchase orders may contain General Dynamics Land Systems Quality Clauses (e.g., QY11, QG3, etc.). The purpose of these clauses are to bring attention to certain Technical Data Package (TDP) requirements which may require advance planning or special attention. In some cases, the clauses also provide additional instruction regarding applicable General Dynamics Land Systems Quality standards, or address for required deliverables, such as weld samples, procedures, etc. These clauses do not supersede, nor relieve the supplier of the TDP requirements. The supplier is responsible for meeting all TDP requirements, unless specifically directed otherwise in the purchase order.

General Dynamics Land Systems Quality Assurance requirements will be specified in your RFQ or PO. Quality Requirements, specific to production parts, are further detailed in the General Dynamics Land Systems Quality Department Supplier Manual available at gdls.com

6.9 Supplier Qualification Process

Every supplier, regardless of size, that provide goods and/or services to General Dynamics Land Systems, must demonstrate its capability to perform on anticipated orders before purchase orders will be awarded. Considerations include, but are not limited to the supplier's financial outlook, reliability and experience with the type product/service being solicited, past performance and supplier quality assurance program.

To ensure that a supplier is capable of producing parts that meet our contract requirements, General Dynamics may visit and survey a potential supplier's facility before awarding an order. During the survey General Dynamics Land Systems will be concerned with the entire manufacturing process, as well as quality control systems. Additionally, the ability of your company to trace and control material that is processed through your production system will also be reviewed.

For suppliers of Production Parts, the approval process begins with an acceptable response to the General Dynamics Land Systems Supplier Quality Questionnaire. Results from this evaluation establish the minimum approval for a supplier's quality system. Our **Procurement Quality Assurance Handbook POA3000** defines these minimum requirements for material supplied for use in General Dynamics Land Systems products. On site questionnaire validation and verification of compliance are normally completed prior to acceptance of material. First Article Inspection (FAI) is the common method of qualification for individual material items.

Successful suppliers to General Dynamics will demonstrate:

- Financial viability
- High ethical standards
- Competitive pricing to the represented industry
- Appropriate industry quality procedures and processes
- A cost reduction program
- A cycle time reduction program
- Continuous improvement initiatives
- The ability to offer a technological or service advantage over other competitors
- The capability to utilize innovations such as in the delivery of goods or services applying e-commerce, electronic data interchange (EDI), etc.

For U.S. suppliers who qualify as diversity suppliers and are officially certified by a third-party certifying body, additional support is available to you in identifying opportunities within General Dynamics from the Small Business Liaisons.

Accepted third party certification bodies include:

- National and Regional Minority Supplier Development Councils
- U. S. Small Business Administration.

7.0 Analysis & Negotiations

7.1 Pricing

General Dynamics Land Systems expects that suppliers will quote proposal pricing to conform to terms and conditions as defined in General Dynamics Land Systems solicitations. Where extra costs are included for exchange contingencies or forward currency protection, suppliers must identify these costs in their offer. In such cases, arrangements may be made for exchange protection under the terms of the Prime Contract.

7.2 Lead Time

It is essential that General Dynamics Land Systems knows the supplier's current lead time to deliver the part or component, as the lead time is a critical planning factor used in determining when and what quantity to purchase. It is expected that all bids will include the lead time data for each item quoted. It is also important that General Dynamics Land Systems be advised of any significant changes in manufacturing lead times as they occur, including the reason for the change.

7.3 Fact Finding

Fact-Finding activities should assure that all sub-elements of the supplier's proposal are covered in depth. Usually, sub-elements are assigned to team members based on areas of expertise; i.e., Quality, Manufacturing, Systems Engineering, etc. as each relates to specific elements of the proposal Work Breakdown Structure (WBS) or proposal sub-elements, if no final WBS exists.

Fact-Finding activities verify that the Statement of Work, Specifications, and Delivery Schedules are accurate, complete, and understood. Areas of review may include:

- Review proposed man-hours and supporting rationale
- Review the following proposed costs for reasonableness
- Confirmation of Historical/Experience References
- Review Factors-Rate-Appportionments
- Review proposal exceptions including terms and conditions and the subcontractor's rationale for such exceptions
- Review approach the subcontractor will utilize to perform each task to assure understanding

Refusal to comply with Fact Finding activities can lead to Defense Contract Audit Agency (DCAA) audits.

7.4 Negotiations

As a normal part of our process, suppliers are engaged in a negotiation phase after submission and clarification of responses to the RFQ. All elements of quality, service, technology, and price are reviewed during the negotiating process to ensure that a fair and reasonable cost is established

Under the Truth in Negotiations Act, suppliers must submit cost or pricing data prior to negotiations, and certify that the data are accurate, complete, and current as of the close of negotiations when required as part of the solicitation terms and conditions. Submitting defective (inaccurate, incomplete, or noncurrent) data entitles the government to a price reduction under a contract clause included whenever certified cost or pricing data are required.

8.0 Award & Contract Management

8.1 Purchasing Documents

You may see three types of purchasing documents issued by General Dynamics Land Systems in the Oracle System:

8.1.1 Standard Purchase Order (PO)

Standard Purchase Orders are formal agreements between General Dynamics Land Systems and the supplier, documenting the agreements reached during negotiations. Standard Purchase Orders include the following information:

- Terms and Conditions
- Part number, description, and revision level
- Unit price
- Quality Assurance requirements
- Total Line Quantity
- Shipping Location(s)
- Billing Information
- Delivery Requirements (Need by Date)

8.1.2 Contract Purchasing Agreement (CPA)

The Contract Purchasing Agreement, formerly known as a master order, is an agreement to define scope of work, cost and period of time requirements. This document does not allow invoicing. Standard Purchase Orders are associated with a CPA for specific invoicing purposes.

8.1.3 Blanket Purchase Agreement (BPA)

Blanket Purchase Agreements define scope of work and unit cost with the schedules to be completed at a later time. The goods or service awarded in this type of contract is often used in outside processing.

Supplier performance under the contract is significant in the decision whether to extend a contract or to undertake a new bid process and possibly award the business to a more responsive supplier. Supplier performance is assessed on compliance to stated General Dynamics Land Systems supplier requirements as well as confirmation of competitiveness through benchmarking.

8.2 Disposition by Supplier

General Dynamics Land Systems purchase orders are released through our iSupplier.

Upon receipt of any purchasing document from General Dynamics Land Systems, it is the supplier's responsibility to ensure that it accurately reflects all requirements as stated in said purchasing document. In the event that a discrepancy is discovered, the supplier must immediately notify the buyer for clarification and/or resolution.

The supplier is expected to disposition the purchase order by entering a Promised Date (or acknowledging the purchase order) to accept or reject the purchase order in the iSupplier system.

Delivery against a PO constitutes acceptance of the PO and its attachments.

8.3 Change Management

General Dynamics Land Systems has a common and effective Change Management System. This system is designed to ensure that Customer requirements including: Change identification, Change control, material status, Cost impact, effectivity points and audit/verification are planned, implemented, and monitored in conjunction with other program requirements.

The General Dynamics Land Systems Supply Chain Management Buyer/Subcontract Administrator will maintain control of supplier/subcontractor activities to assure compliance with the General Dynamics Land Systems Change Management System and all customer requirements applicable to procured items:

- Cost & Price Impact
- Lead-time and Schedule Impact
- Piece number converted to vehicle effectivity
- Affected contract(s)
- Change paper requirement date
- Rework/rework costs (if required)
- Obsolescence/obsolescence costs (if required)
- Concurrence

Development programs shall keep Design to Unit Production Cost (DTUPC) as a critical factor in change management activities, with focus on preservation of production pricing. Your SCM Professional shall be notified of any/all potential changes to DTUPC.

ANY changes to a part that a supplier is producing for General Dynamics Land Systems must be coordinated through a Supply Chain Management Buyer/Subcontract Administrator. The Buyer/Subcontract Administrator is the only person authorized to make changes to a part via a Purchase Order/Subcontract Modification.

8.4 Earned Value Management System (EVMS)

General Dynamics Land Systems has established material control and procurement systems and procedures. These systems and procedures provide a basis for integrating material vendor performance into General Dynamics Land Systems' Earned Value Management System (EVMS) and for tracking the use of materials throughout the life of the program. General Dynamics Land Systems's material management processes provide for full accountability of all materials purchased for use on a program, including residual inventory and scrap materials. General Dynamics Land Systems's material control system also provides the basis for evaluating material price and usage variances and for determining lot and/or unit costs where appropriate.

Subcontracted program work is integrated into General Dynamics Land Systems' EVMS. Those subcontracts requiring EVMS (defined by Office of Management and Budget (OMB) thresholds) may represent a significant portion of program work not under the direct control of General Dynamics Land Systems management. Consequently, General Dynamics Land Systems ensures that the subcontractors establish adequate EVMS control processes for performance measurement and that their performance data is properly integrated with General Dynamics Land Systems's EVMS. General Dynamics Land Systems will maintain appropriate surveillance over the subcontractor's performance measurement system. The extent of General Dynamics Land Systems' involvement in subcontractor performance systems is determined by the type of the subcontract, (e.g., Cost Plus, Fixed Price Incentive, etc.), the potential risk associated with the subcontract effort, and the reporting requirements.

9.0 Delivering the Product

The General Dynamics Land Systems Buyer/Subcontract Administrator is responsible for reaching an agreement with the supplier for suitable delivery arrangements that support our delivery schedule. Based on the agreement expressed in the purchase order, known as "Need by Date", General Dynamics Land Systems then relies on the supplier to ship accordingly.

Our scheduling and detailed activity planning is based on forecasts that purchased goods or services will be delivered by the agreed dates. When suppliers fail in their obligations to ship on-time, additional costs are incurred in internal exception reporting, expediting, work-around planning and possible production delays. On-time Delivery is defined as product / services that are received by the "Need by Date". Refer to Section 11.0 – Supplier Relationship Management.

When delivering orders to General Dynamics Land Systems it is critical that suppliers keep their Buyer/Subcontract Administrator informed of the progress of the order. Should the original Need by Date be at risk, suppliers must notify their Buyer/Subcontract Administrator of a recovery plan. We expect all suppliers to meet the shipment dates agreed and defined in POs. suppliers who repeatedly fail in this obligation cannot expect continuing opportunities to supply General Dynamics Land Systems, and may potentially be charged back for costs incurred due to lost schedule.

General Dynamics Land Systems has empowered the supplier to be responsible for entering a Promise Date for all new and existing purchase order shipments within iSupplier Portal. This applies to shipments for deliverable items.

Promise Date is considered the date your shipment will arrive at the specified General Dynamics Land Systems location. Your on time delivery performance will be measured based on the promised date entered. However, it is important to remember that you are to make every effort in meeting our Need by Date which represents the General Dynamics Land Systems manufacturing requirement.

When you receive notification of a purchase order, you will be given 5 business days to enter the Promised Dates. If Promised Dates are not populated by this time, your Buyer/Subcontract Administrator will follow-up requesting this task be completed.

9.1 Transportation

The General Dynamics Land Systems Routing Instructions are available to show the accepted and approved carriers, for each mode of transportation, that are to be used to transport inbound shipments to our facilities or to third party destinations on our behalf.

General Dynamics Land Systems Routing Instructions are available at gdl.com
Under Suppliers / Transportation & Trade Compliance – GDLS Routing Instructions

9.2 Packaging and Identification Requirements

Information pertaining to Packaging and Labeling requirements is found through the General Dynamics Land Systems website. Compliance to these requirements is critical.

9.2.1 Bar Code Labeling

The quality of the information on labels is essential. Barcode labels are required and used to eliminate opportunity for error. Errors made because of label deficiency are serious in nature.

The required labeling format is found as part of the **Supplier Shipment Packing and Identification Requirements GDLS-PIR-01 (Attachment F)**.

- Attachment F is available at:
Under Suppliers / Transportation & Trade Compliance: Packaging & Identification

General Dynamics Land Systems offers an online barcode generator for your convenience, which can be found at:

- **Supplier Container Label Generator**

9.2.2 Packaging

Unless otherwise expressed on the face of the purchase order or in related technical data, packaging and identification specifications for all incoming shipments must meet the minimum requirements within the meaning of Clause 3-Delivery & Clause 4-Packaging and Shipping, on Form 84-005-0807 as stated in **Supplier Shipment Packaging and Identification Requirements GDLS-PIR-01 (Attachment F)**.

Packaging Instructions for General Dynamics Land Systems are available at **gdls.com**

- Form 84-005-0807 is available at:
Under the Suppliers / Terms and Conditions: Purchase Orders
- Attachment F is available at:
Under Suppliers / Transportation & Trade Compliance: Packaging & Identification

9.2.3 Advance Shipment Notice (ASN)

An Advance Shipment Notice (ASN) is the transaction of information that is electronically sent to notify GDLS of an incoming shipment. The ASN details the Estimated Time of Arrival (ETA) of the shipment and the contents of the shipment.

iSupplier will require segments for all parts shipped:

- Part number
- Quantity
- Serial number
- Tracking Number

Complete the data directly into the proper fields in the ASN.
Send the ASN.

General Dynamics Land Systems offers an iSupplier guide "Working with POs" which discusses ASNs, which can be found at:

- **gdls.com**

9.3 International Trade Compliance

General Dynamics Land Systems and its suppliers are obligated to comply at all times with the legal requirements for export control and customs, and to ensure their correct and cost-effective implementation.

For this reason, General Dynamics Land Systems expects its suppliers to provide export control and foreign trade data in a professional and timely manner, and to implement appropriate standards for security in the supply chain in the framework of global customs security programs.

Technical data, as defined in Code of Federal Regulations Title 22 (CFR) 120.10 and the Bureau of Export Administration (BXA) Export Administration Regulation (EAR) 799.1 Supplement 3, which may be acquired or generated during through any phases of the life cycle of the Request for Quote (RFQ), Request for Proposal (RFP), Purchase Order (PO) / Subcontract execution, completion, and closeout with General Dynamics Land Systems, is subject to either the International Traffic in Arms Regulations (ITAR) or Export Administration Regulations (EAR), and may require appropriate authorization from the Department of State, Directorate of Defense Trade Controls (DDTC) or Department of Commerce, Bureau of Industry and Security (BIS) before it is released or disclosed to a foreign person. Therefore, Seller understands that, if it is a foreign entity, it shall not re-export or, if it is a U.S. entity, it shall not disclose to any foreign person, any technical data acquired during through any phases of the life cycle of the Request for Quote (RFQ), Request for Proposal (RFP), Purchase Order (PO) / Subcontract execution, completion, and closeout until after notifying Buyer/Subcontract Administrator and written authorization from the appropriate U.S. Government agency is obtained.

In addition to these basic requirements, further requirements are to be taken into account, e.g. due to national or product-specific requirements which must be evaluated on a case-by-case basis.

United States - Directorate of Defense and Trade Controls (DDTC) – U.S. State Department

All manufacturers, exporters, and brokers of defense articles, defense services, or related technical data, as defined on the United States Munitions List (Part 121 of the ITAR) , are required to register with **Directorate of Defense and Trade Controls (DDTC)**. Registration is primarily a means to provide the U.S. Government with necessary information on who is involved in certain manufacturing and exporting activities. Registration does not confer any export rights or privileges, but is a precondition for the issuance of any license or other approval for export.

Controlled Goods Directorate (CGD) – Department of Public Works & Government Services Canada (PWGSC)

The **Controlled Goods Directorate (CGD)** is a Federal Government Program administered by the Department of Public Works and Government Services Canada (PWGSC). This is a domestic industrial security program that helps strengthen Canada's defense trade controls through registration, prevention, deterrence and detection, and prevents the proliferation of weapons of mass destruction and of conventional weapons. This is done by regulating and controlling the examination, possession, and transfer in Canada of controlled goods and/or controlled technology. Anyone who deals with controlled goods and/or controlled technology in Canada is required to register with the CGD. The CGD is legislated by the Defense Production Act (DPA) and the Controlled Goods Regulations (CGR).

9.4 Delivery and Incident Notification Process

In the event of any anticipated or actual delay, the Seller shall:

- (i) Promptly notify Buyer/Subcontract Administrator in writing of the reasons for the delay and the actions being taken to overcome or minimize the delay;
- (ii) Provide Buyer/Subcontract Administrator with a written recovery schedule; and

The notification in (i) above shall be informational only in character and shall not be construed as a waiver by Buyer/Subcontract Administrator of any delivery schedule or date or of any rights or remedies of Buyer/Subcontract Administrator provided by law or the Contract.

9.5 Business Continuity Planning

General Dynamics Land Systems strongly encourages the Seller to develop and maintain a Business Continuity Disaster Recovery (BC/DR) plan. A typical BC/DR plan takes into account risk analysis, stakeholder expectations covering critical business operations, systems and processes for customer deliveries, and could include provisions for (a) a risk assessment and business impact analysis, (b) a prevention/mitigation plan, and (c) a resumption of services plan, including a recovery/restoration plan. Seller is requested to notify the General Dynamics Land Systems Buyer/Subcontract Administrator if a risk has occurred or seems likely to materialize that could impact Seller's delivery or performance and provide recovery plans as applicable.

9.6 Counterfeit Avoidance

General Dynamics Land Systems flows down Counterfeit Avoidance/Mitigation requirements as part of purchase order / terms & conditions to the General Dynamics Land Systems suppliers.

The General Dynamics Land Systems Purchase Order Terms & Conditions require that electronic parts be procured from Original Component Manufacturers (OCM) or their Authorized (Franchised) Distributors so the material has a traceable pedigree back to the point of manufacture. If unable to do so, the purchase order will impose inspection and testing requirements to detect and avoid counterfeit electronic parts and suspect counterfeit electronic parts.

General Dynamics Land Systems strongly encourages suppliers to develop and maintain a Counterfeit Electronic Part – Avoidance, Detection, Mitigation and Disposition (CEP ADMD) plan. A typical plan identifies the responsibilities and formalizes processes to avoid the purchase and / or use of Counterfeit Parts, and should also address the reporting requirements when a supplier is aware or has reason to suspect the presence of counterfeit electronic parts in the products provided to the Department of Defense (DoD). This type of plan should be considered by all contracting organizations that procure electronic parts, whether such parts are procured directly or integrated into electronic assemblies or equipment. The requirements of a typical plan are generic and intended to be applied/flowed down to all organizations that procure electronic parts, regardless of type, size, and product provided.

10.0 Accounting Information

10.1 Payment Terms

General Dynamics Land Systems standard payment terms are available at:
Links to additional information are available at:

- General Dynamics Land Systems Payment Terms available at gdls.com

Under the Terms and Conditions: Purchase Orders

- GDLS-C Payment Terms available at:

gdls.com – General Dynamics Land Systems – Canada Suppliers

10.2 Invoices

General Dynamics Land Systems utilizes a payment system based on receipts called Pay on Receipt Auto invoicing. This system will be employed on all purchase order items involving physical receipts; therefore no invoice is required from the supplier.

Where invoices are required (e.g. incremental funding, service, setup, and/or tooling charges), the original and one duplicate copy of the invoice must be submitted to General Dynamics Land Systems.

10.3 Accuracy – Match with Purchase Order

When invoices are required, they must accurately match the quantity and pricing on the Purchase Order before payment can be made to the supplier. In the event of a discrepancy, payment may be delayed. The Buyer/Subcontract Administrator is the main point of contact to address any discrepancies.

10.4 Electronic Funds Transfer

Our intention is to utilize Pay on Receipt Auto Invoicing for all of our North American suppliers.

10.5 Payment Detail (iSupplier)

The iSupplier Portal can provide a supplier with complete invoicing and payment details for all POs placed through Oracle.

General Dynamics Land Systems offers an iSupplier guide “Working with Invoices” which discusses Invoices and Payments, which can be found at:

- gdls.com

11.0 Supplier Relationship Management

11.1 Expectation for Performance Management

The goal of General Dynamics Land System is to provide product and services at low cost and high quality in a timely manner to meet or exceed the expectations of our customers. As such, suppliers are an integral team member within our process. The Supplier Performance Metrics focus on key attributes which support daily production while driving continuous improvement in the overall supply chain.

11.2 Supplier Ratings

General Dynamics Land Systems rates suppliers in relation to various performance factors. The goal is to identify problem areas and work with the supply base to improve their performance ratings with the various General Dynamics Land Systems locations. The Monthly Supplier Performance Report includes the following performance ratings:

Metric	Definition	Goal	Weight Factor	Performance Ranges		
				Red	Yellow	Green
Delivery	100% of score based on: On-Time Delivery of Shipments to the "Promise Date" / "Need by Date"	100%	40%	<85%	85% - 95%	>95%
Quality	100% of score based on: Quality Acceptance Percentage of Parts Received	100%	30%	<98%	98% - 99.9%	100%
Financial Stability	100% of score based on: Current Dun and Bradstreet (D&B) Supplier Evaluation of Risk (SER) Score SER of 1, 2 or 3 = 100% SER of 4, 5, or 6 = 75% SER of 7 or 8 = 25% SER of 9 = 0%	100%	10%	<=25%	75%	100%
Compliance	50% of score based on: Supplier adherence to iSupplier Activity Requirements 50% of score based on: Supplier adherence to Barcode Requirements	100%	20%	0%	50%	100%
Overall	Combination of Delivery, Quality, Financial Stability, and Compliance	100%	100%	<71.5%	71.5-93.5%	>93.5%

11.3 Supplier Corrective Actions

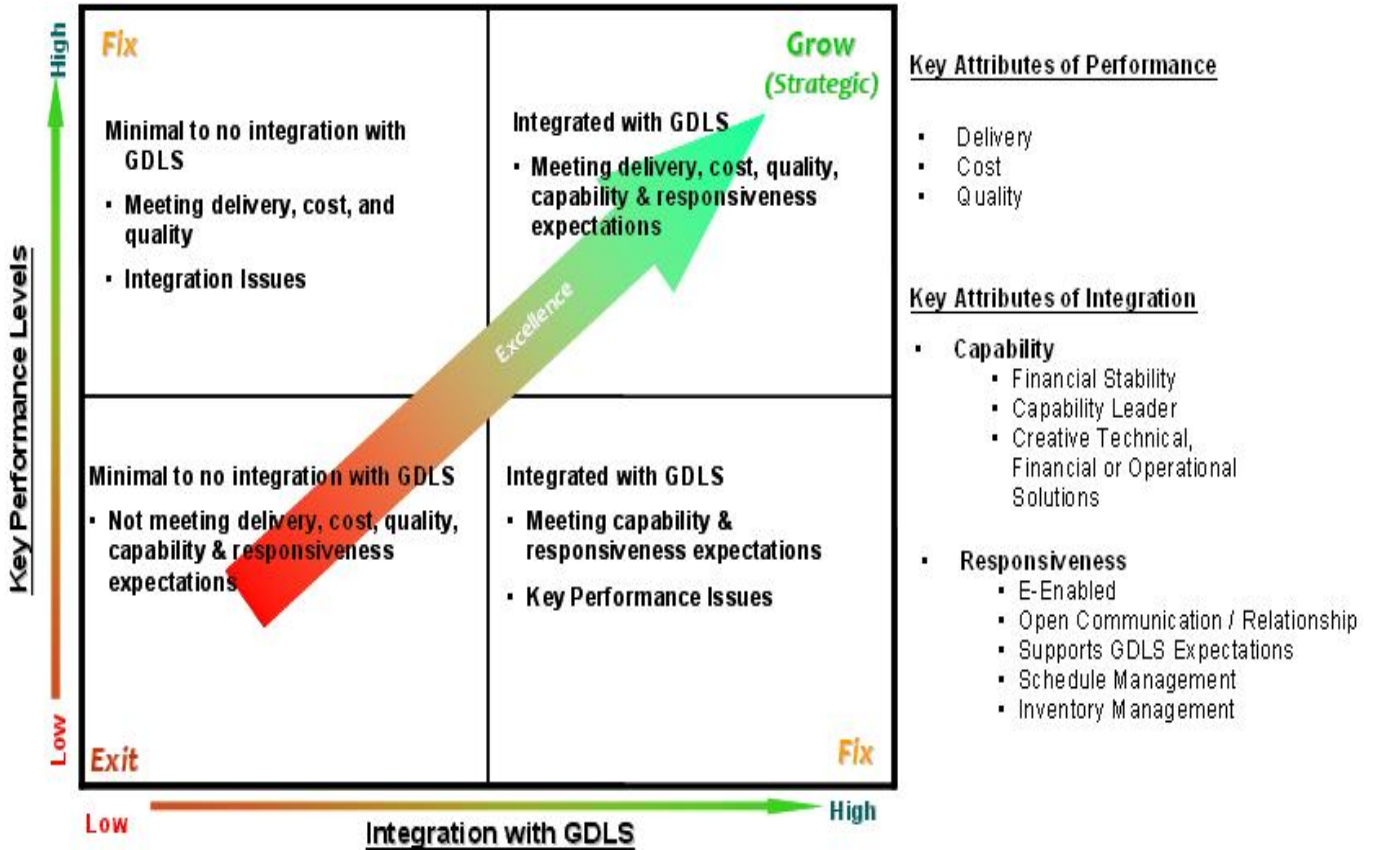
Supplier Corrective Actions for product quality are controlled through the applicable General Dynamics Land Systems Quality functions.

The General Dynamics Land Systems **Procurement Quality Assurance Handbook POA3000** is published as a reference in support of Quality Requirements specified in your Production Part Purchase Order.

ALL SECTIONS of any Corrective Action Request form must be completed and returned to General Dynamics Land Systems by the specified due date.

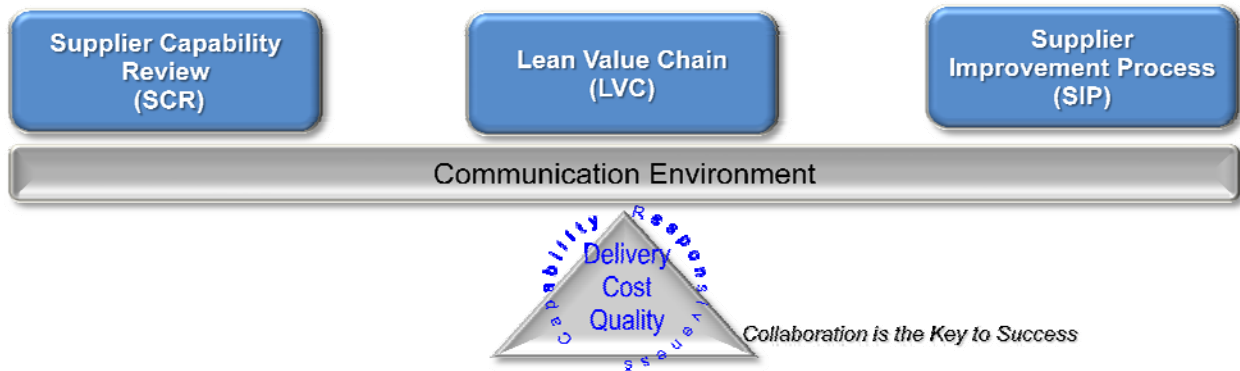
12.0 Supplier Development

12.1 Defining Supplier Excellence



12.2 Supplier Development Process

SCM Supplier Development is dedicated to the continual improvement of the performance of the General Dynamics Land Systems supply base in the areas of **delivery, cost, quality, capability and responsiveness** to support our corporate strategies and overall customer satisfaction.



- o Enhance **COMMUNICATION ENVIRONMENT** for Supplier Interface
- o Facilitate **SUPPLIER CAPABILITY REVIEW** activities with Suppliers – **SCR** PROCESS
- o Lead **LEAN VALUE CHAIN** activities with targeted suppliers – **LVC** PROCESS
- o Direct **SUPPLIER IMPROVEMENT** activities with suppliers – **SIP** PROCESS

12.2.1 Communication Environment

At the core of the Supplier Development processes is our communication environment. The main point of interface with the supply base is the General Dynamics Land Systems website gdls.com.

General Dynamics Land Systems Supplier Development group is responsible to oversee the elements of an effective communication environment which include:

- Control of the General Dynamics Land Systems – SCM Supplier Manual, (which consolidates all current manuals, booklets)
- Facilitate Supplier Communications through:
 - Awareness Conferences
 - Training Symposium Programs
 - Utilization of Bulletins, Notifications, Announcements, Surveys, etc.
- Oversee the General Dynamics Land Systems website – Suppliers Link which provides centralized access to all standard practices, necessary forms, required documents and communications
- Provide access to Supplier Dashboard Portal

12.2.2 Supplier Capability Reviews

The Supplier Capability Review (SCR) is the next element of the Supplier Development process. This is an in-depth assessment conducted by General Dynamics Land Systems Supplier Development which is intended to appraise the existence and effectiveness of controls and management systems in place supporting the business activities or products being offered by a supplier; it does not judge the quality, integrity or effectiveness of the individual products or services being offered.

Supplier Development works with these suppliers to identify and address areas of need or want through a process that provides the supplier with an introduction overview, validates the suppliers profile information and assess the supplier.

As part of the SCR, suppliers are invited to complete a Capability Self-Assessment Profile (CSAP). The assessment is carried out across a maximum of 12 business characteristics or elements (although not all elements may apply to a specific business. There is no pass/fail as a result of the assessment. It is designed to represent your company's capabilities and to allow for General Dynamics Land Systems procurement personnel to decide themselves on an acceptable standard for the work being considered.

Based on the SCR process, appropriate actions are defined and agreed to with the supplier. These may include further Supplier Development interaction through either:

- Participating in the General Dynamics Land Systems Lean Value Chain (LVC), or the
- Supplier Improvement Process (SIP)

The end result objective of the SCR process is an informed supplier that understands General Dynamics Land Systems expectations with respect to the integration of responsiveness, capability and the key performance levels by which supplier excellence is defined and measured.

12.2.3 Lean Value Chain - Expectations for Continuous Improvement

We expect our suppliers to embrace the Lean philosophy, make a commitment to continuous improvement and flow it down through their supply chains. Leadership commitment in Lean transformation is critical for all of our suppliers.

General Dynamics Land Systems continuous improvement programs focus on shortening lead time, reducing assets and improving flexibility and customer responsiveness by eliminating waste. This focus helps simplify processes and improve productivity. It must be stressed that improved productivity does not result from people working harder, but through eliminating non-value-added activities. Value Stream Mapping, 5S and the Six Sigma tool set are the workhorse processes. The goal is to improve business and production processes thus creating a more efficient and productive foundation for the enterprise.

Six Sigma

Six Sigma and our Beyond the Shop Floor philosophy is the continuous process improvement effort designed to reduce costs. Within General Dynamics Land Systems management, Six Sigma is embedded within the fabric of our business organizations as the vehicle for increasing productivity, growing the business, and building a new culture.

General Dynamics Land Systems Six Sigma's cultural transformation brings together and trains people from all areas of General Dynamics Land Systems to work on teams that focus on customer satisfaction. This process produces an unexpected side benefit: people-to-people networks that continue long after the Six Sigma projects are complete, helping General Dynamics Land Systems organizational cultures to evolve into a collective mindset. The General Dynamics Land Systems Six Sigma training programs continue to unite organizations to common goals: maximizing customer value, transforming our culture and cultivating knowledge-based processes.

12.2.4 Supplier Improvement Process

Supplier Development (SD) is committed to improving the working relationship with suppliers by assisting SCM in communicating General Dynamics Land Systems expectations and performance metrics to the Supply base.

The Supplier Improvement Process utilizes the SD team, the Buyer/Subcontract Administrator and the supplier to enhance the working relationship and improve supplier performance. The overall goal of the Supplier Improvement Process (SIP) process is to:

- Communicate General Dynamics Land Systems processes and associated supplier interaction
- Review current performance and metrics
- Determine the root cause of the concern / issue
- Implement permanent corrective actions
- Monitor corrective actions to ensure results

13.0 Conclusion

Everything we do – all our processes and our actions will be focused on enhancing customer value. This is our ultimate goal and our absolute objective.

Performance Driven

Customer value will be achieved through unparalleled performance supported by Operational metrics that drive continuous improvement at all levels of the organization.

For more information about General Dynamics Land Systems Supply Chain Management, visit us at:

gdl.com.

14.0 Appendix A

14.1 Website References

General GDLS gdls.com

iSupplier GDLS <https://isupplier.gdls.com>

The following are links to sites external to General Dynamics Land Systems. Because these sites are beyond our control, they may become periodically unavailable.

Acronym	Reference Site	Site Link
AES	Automated Export System (AES) Compliance; U.S. Census Bureau (Census Bureau), Foreign Trade Division (FTD)	http://www.aesdirect.gov/
BIS	U.S. Department of Commerce – Bureau of Industry and Security	http://www.bis.doc.gov/complianceandenforcement/liststocheck.htm
CCR	US Federal Contractor Registration (CCR) part of the Federal Government System for Award Management (SAM)	https://www.sam.gov
CGD	Canada - Controlled Goods Directorate (CGD) – Department of Public Works and Government Services Canada (PWGSC)	http://ssi-iss.tpsgc-pwgsc.gc.ca/dmc-cgd/index-eng.html
CMMMI	Capability Maturity Model Integration / Carnegie Mellon	http://www.sei.cmu.edu/cmimi/
DFARS / PGI	Defense Federal Acquisition Regulation Supplement (DFARS) and Procedures, Guidance, and Information (PGI)	http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html
EAR	Export Administration Regulations	http://www.access.gpo.gov/bis/index.html
EPLS	Excluded Parties List System (EPLS) – debarment (General Services Administration (GSA))	Accessible through www.sam.gov
EVMS	Earned Value Management Division – Department of Defense	http://www.acq.osd.mil/evm/
Exports	Shipper's Export Declarations (U.S. Exports)	http://www.census.gov/foreign-trade/www/correct.way.html
FAR	Federal Acquisition Regulations (FAR)	https://www.acquisition.gov/far/
FDSys	Electronic Code of Federal Regulations (CFR) US Government Printing Office (GPO) Federal Digital Systems (FDSys)	http://www.gpo.gov/fdsys/search/home.action
ITAR	U.S. Department of State – Directorate of Trade Controls (ITAR)	http://www.pmdtc.state.gov/
MDC	Michigan Defense Center: Arsenal of Democracy - The Michigan Economic Development Corporation	http://www.arsenalofdemocracy.com/Default.aspx
NAICS	North American Industry Classification System (NAICS) Size Standards	http://www.census.gov/eos/www/naics/
PMI	Project Management Institute	http://www.pmi.org
SAM	The System for Award Management (SAM)	https://www.sam.gov
SBA	U.S. Small Business Administration (SBA)	http://www.sba.gov
SEI	Software Engineering Institute / Carnegie Mellon	http://www.sei.cmu.edu/training/certificates/index.cfm
USTR	Office of the United States Trade Representative (USTR) re: Trade Agreements such as: North American Free Trade Agreement (NAFTA)	http://www.ustr.gov/index.html
VETBIZ	U.S. Department of Veteran Affairs – VetBiz Registry	http://www.vip.vetbiz.gov/

15.0 Appendix B

15.1 Table of Acronyms

Acronym	Definition	Acronym	Definition
ASN	Advance Shipment Notice	OMB	Office of Management and Budget (US Executive Office of the President)
ANC	Alaska Native Corporation	OSBP	Office of Small Business Programs
BPA	Blanket Purchase Agreement	PO	Purchase Order
BXA	Bureau of Export Administration	POC	Point of Contact
CCR	Central Contractors Registration	PMP	Project Management Professional
CE	Communication Environment	PTAC	Procurement Technical Assistance Center
CFR	Code of Federal Regulations	RFI	Request for Information
CLSS	Contractor Logistics Sustainment Support	RFP	Request for Proposals
CMMI	Capability Maturity Model Integration	RFQ	Request for Quotation
CPA	Contract Purchase Agreement	SAM	System for Award Management
CPSR	Contractor Purchasing System Review	SB	Small Business
CSAP	Capability Self-Assessment Profile	SBA	Small Business Administration
DCMA	Defense Contract Management Agency	SBLO	Small Business Liaison Office
DFARS	Defense Federal Acquisition Regulations	SCA	Subcontract Administrator
DoD	Department of Defense	SCM	Supply Chain Management
DTUPC	Design to Unit Production Cost	SCMC	Supply Chain Management Council
EAR	Export Administration Regulations	SCR	Supplier Capability Review
EDI	Electronic Data Interchange	SD	Supplier Development
ERP	Enterprise Requirements Planning	SDB	Small Disadvantaged Business
FAI	First Article Inspection	SDVOSB	Service-Disabled Veteran-Owned Small Business
FAR	Federal Acquisition Regulation	SEI	Software Engineering Institute
GD	General Dynamics	SIP	Supplier improvement Process
GDLS	General Dynamics Land Systems	SME	Subject Matter Expert
HBCU/MI	Historically Black Colleges & Universities/Minority Institutions	SOW	Statement of Work
HUBZone SB	Historically Utilized Business Zone Small Business	SQA	Supplier Quality Assurance
ISO	International Organization for Standardization	TDP	Technical Data Package
ITAR	International Traffic in Arms Regulations	VOSB	Veteran-Owned Small Business
LLC	Limited Liability Company	WBS	Work Breakdown Structure
LVC	Lean Value Chain	WOSB	Woman-Owned Small Business
mc ²	Maneuver Collaboration Center		
NAICS	North American Industry Classification System		
NDA	Non Disclosure Agreement		
NDIA	National Defense Industrial Association		
NYSE	New York Stock Exchange		

16.0 Appendix C

16.1 Revision History

Revision	Description	Revised By	Revision Date
Original	Original Release of document Document Number SCM037	Supplier Development	01-May-2009
Rev 1	Changed title of section 5.5 from Mechanics of Doing Business with GDLS to The Supplier Profile	Supplier Development	30-June-2009
Rev 2	Changed section 11.2 Supplier Ratings for Financial Stability from Financial Stress Score (FSS) Score to Supplier Evaluation of Risk (SER) Score Corrected footer working from Procurement Home Section to Supply Chain Management Home Updated links in section 9.0 and section 14.0	Supplier Development	22-Dec-2009
Rev 3	Updates to links to for new gdls.com website layout Section 3.3 Removed Muskegon location from US map Section 5.3 Addition of mc2 Section 6.7 Added reference to TDPs Section 8.4 Added Earned Value Management Section 9.2.1 Revised Barcode Label information Added link to Supplier Barcode Label Generator Section 9.2.2 Added reference to the terms and conditions and Attachment F Section 11.2 Revisions to the Supplier Performance Metrics Delivery: Quality: Financial Stability: Compliance: Elimination of the Supplier Dashboard Section 12.2.3 Removed reference to "Innovation"	Supplier Development	31-Dec-2010
Rev 4	Section 9.4 & 9.5 Added Sections Entire Document Corrected www.gdls.com to gdls.com	Supplier Development	02-Sep-2011

Revision	Description	Revised By	Revision Date
Rev 5	<p>Section 3.0 Added reference to GDLS-Australia, GDRS, GDAMS, GDLS-FP, GDLS-FPE</p> <p>Section 3.1 and 3.2 Removed Renumbered section 3.3 to 3.1</p> <p>Section 3.3 Modified maps to reflect Force Protection; Location Name Changes</p> <p>Section 4.3 Relationship Model updated to include Outreach and SB SCMC</p> <p>Section 5.4 Added CCR Registration recommendation</p> <p>Section 5.7 Added Supplier POC update requirement</p> <p>Section 6.7 Added reference to flowdown requirements</p> <p>Section 8.2 Added reference to Promise Date</p> <p>Section 9.0 Added reference to Promise Date</p> <p>Section 9.3 Added Technical Data Paragraph</p> <p>Section 9.6 Added Section</p> <p>Section 15.0 – Appendix B Added Table of Acronyms</p> <p>Section 16.0 Renumbered</p>	Supplier Development	30-Apr-2012
Rev 6	<p>Change references to CCR to new Federal government single portal sam.gov Changed Customer Focus to Client Focus on cover</p>	Supplier Development	29-May-2012
Rev 7	<p>Updated SAM portal address</p>	Supplier Development	30-July-2012

GENERAL DYNAMICS

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