

关于质量8D分析改进的研究



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D1 - Team members 团队成员

- 阐述解决客诉问题的相关成员姓名及其职务 **State names and position of team members who are responsible to work with the problem;**
- 通常一个问题的解决不是由一个人完成, 阐述团队成员、姓名及职务。 **When resolving a problem, usually the problem is not resolved by one person. Specify your team members, name and position.**
- 选择一个团队负责人, 带领团队获悉问题解决方法, 确保团队成员具备相关的产品及工艺知识。8D问题并非质量部而是整个团队的责任。 **• Select a champion/team leader who guides the team through the 8D problem solving approach. Ensure the team consists of people who have product and process knowledge for the issue. It is NOT the Quality Department's responsibility for 8D's! It takes a team!**

D2 - Description of the problem 问题描述

- 步骤A客户问题描述 步骤B供应商实际问题描述 **Step A. Customer description of the problem. Step B. Supplier statement of the actual issue;**
- A: 步骤A是在XXX客诉报告中阐述的问题描述，须阐述在步骤D2中作为团队解决问题的参考信息。 A: Step A is the problem description stated in XXX claim report and must always be described in step D2 as reference and information to your team of problem solving.
- B: 步骤B是实际问题阐述，输入详细的问题描述及分析。如果你对于问题有其他方法，你可以在该步骤中详细解释、描述。 B: Step B is your statement of actual issue. Enter a detailed version of your description and analysis of the issue. If you have another way of looking on the problem, then you could define the problem and describe it in your own terms in this step.

D2 - Description of the problem 问题描述

- 例子EXAMPLE:
- A: 图纸A-A部分缺少M8孔; A: Missing M8 Holes in Drawing Section A-A.;
- B: 外壁侧面缺少一孔。正常情况下有两个钻孔, 但目前只有一个钻孔。B: There was one hole completely missing on the outer wall profile. Normally there are two holes drilled but only one was drilled in this case.

D3 - Interim Containment Actions|临时围堵措施

- 针对库存、管线/生产线产品短期的即时性措施，以保护客户权益**Short-Term immediate action on parts in stock and in pipeline/process, to protect the customer**
- -描述团队当前采取的即时性措施以及已采取哪些措施防止不良品外流至XX公司。团队须审查的内外部遏制措施，例子如下。-Describe the immediate action of your team, and what have been done to prevent any additional delivery of defect products to XXX. Below you will find some examples of area that your team should review for both internal and external containment:
 - -隔离及分类库存产品，加工流程中的产品、已确认的根源区产品、下级供应商产品、在运产品或运输中产品，XX公司库存产品、XX公司客户手中产品，100%进行产品分类，辨别出所有不良品等等。-Isolate and sort parts in stock, parts in

D3 - Interim Containment Actions|临时围堵措施

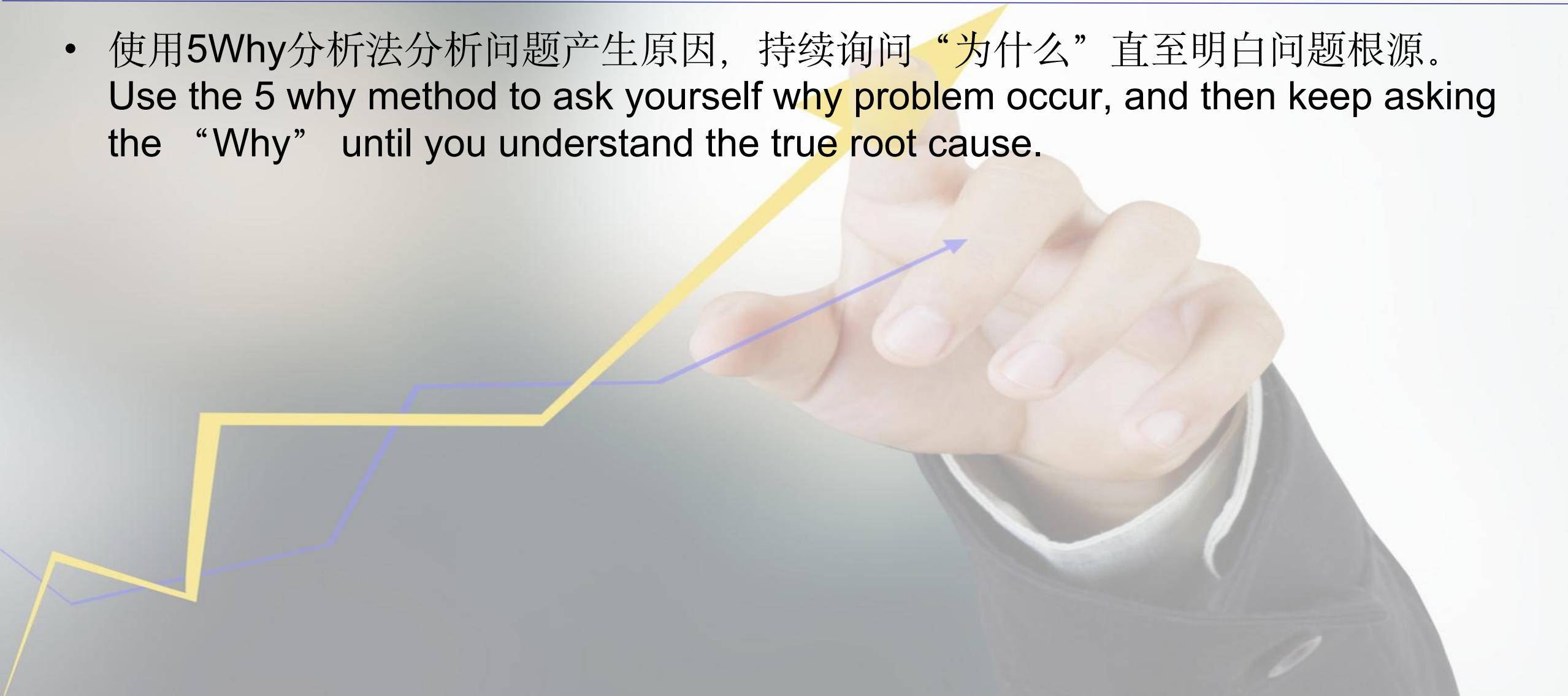
- process, parts at the identified root cause area, parts at your sub suppliers, parts in shipping or during shipping, parts in XXX stock, parts at XXX Customer, 100% sorting of parts to identify all defect parts, etc...
- 下次运输至XX前, 正确标识产品 (同XX确认是否需要唛头) -Marking on correct parts before next shipping to XXX (confirm with XXX if marking is necessary).
- 注意: 须清楚识别围堵区域, 不良品须有明显的可视标记或标记为不良 注意: 须清楚识别围堵区域, 不良品须有明显的可视标记或标记为不良

D4 - Root Cause Analysis and verification: 根本原因分析及验证

- **5M分析法: 机器、人、材料、方法、环境。采用5-why分析法验证实际的根本原因(5M’s method: machine, man, material, method and mother nature. Use 5-why method to identify the true root cause)**
- 清楚阐述并于报告中详细记录所有已验证过的根本原因，验证所有可能导致问题发生的潜在原因。你们需采用相关方法以获悉真正的根本原因，根本原因分析的例子如下。Specify your statement clear and document all identified root causes on the 8D report. Identify all potential causes that could explain why the problem occurred. You should use all relevant methods needed to ensure the true root cause. Below information will give some examples of methods to use for root cause analysis.
- 采用5M分析法 (机器、材料、人、方法和环境) , 也可叫做“鱼骨图或石川图” , 验证问题是由哪部分导致的。-Use the 5M’s method (machine, material, man, method and mother nature = surrounding environment) also referred to as “Fish bone or Ishikawa diagram” . Verify from what area the problem was caused.

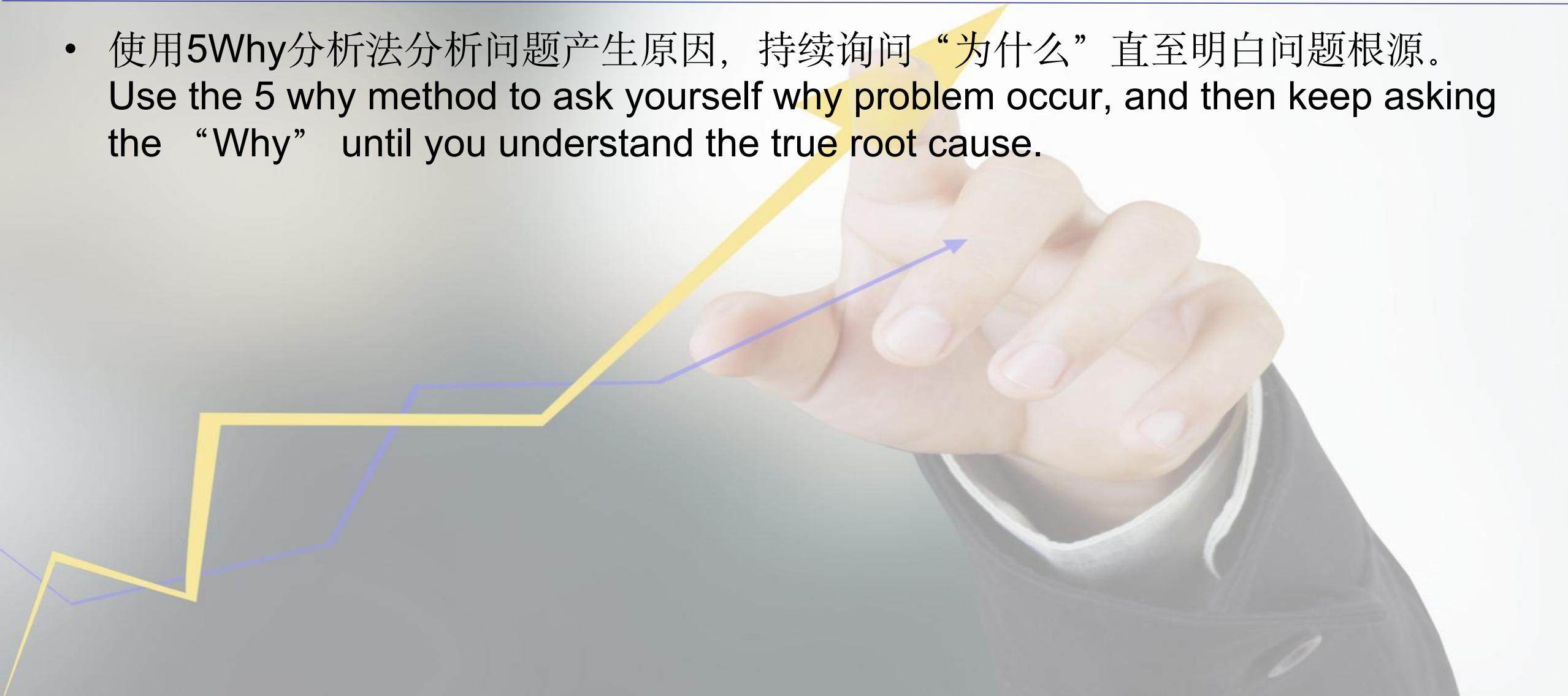
D4 - Root Cause Analysis and verification: 根本原因分析及验证

- 使用5Why分析法分析问题产生原因，持续询问“为什么”直至明白问题根源。
Use the 5 why method to ask yourself why problem occur, and then keep asking the “Why” until you understand the true root cause.



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D5 - Implement the Corrective Action 执行纠正措施

- **(Choose and verify definitive and permanent solution)** 选择及验证明确的永久性解决方案
- 阐述纠正措施步骤，职责，完成期限，明确响应相关措施。一旦找出不良问题根源，须寻求方法永久性地解决和控制问题。永久性解决方案可以是一种防错装置（防错系统），用于防止操作员操作失误。其他的一些永久性解决方案可以是检验标准调整，工艺改造，模具调整等等Specify the corrective action steps, responsibilities and completed due dates. Make the action clear, responsive and relevant. Once a root cause has been determined for a failure, you need to choose a method to permanently fix and control the failure. Permanent fix can be an error proofing device (Poke Yoke) which takes away the opportunity for an operator to deviate from a certain process. Other examples of permanent fixes could be a change in inspection standard, process modification, change in tooling, etc.

D6 - Verify the Corrective Action 验证纠正措施

- **(Collect real data from follow up and validate that the problem has disappeared)** 收集真实数据，数据来源于跟进问题并验证问题已解决的过程
- 阐述如何验证长期的解决方案和预防措施。例如，测量或监测，并提交解决方案及预防措施达到预期效果的证据，须记录验证结果并根据要求提供给客户。
Specify how the long-term solutions and preventative measures are verified, i.e. Measuring or monitoring and give evidence that solutions and preventive measures have had the intended effect. Results must be documented and provided to the customer upon request.

D7 - Preventive Action (Control of Corrective Action) 预防措施 (纠正措施控制)

- **(Prevent recurrence of this problem by examining this issue across your production lines and processes. Actions taken to monitor the long-term results of implemented Corrective Action)** 通过检查与问题相关的生产线及生产流程来预防问题再次发生，采取措施监控已完成的纠正措施的长期结果
- 阐述如何验证长期的解决方案和预防措施。例如，测量或监测，并提交解决方案及预防措施达到预期效果的证据，须记录验证结果并根据要求提供给客户。
Specify how the long-term solutions and preventative measures are verified, i.e. Measuring or monitoring and give evidence that solutions and preventive measures have had the intended effect. Results must be documented and provided to the customer upon request.

D7 - Preventive Action (Control of Corrective Action) 预防措施 (纠正措施控制)

- 例子EXAMPLE :
- 不良-外壁侧面缺少一个孔Failure – Missing hole on an outer wall profile.
- 复查完我们的工艺后，我们制作了20个可能存在同样问题的产品，对所有产品实行永久性解决方案。防错装置（防错系统），工作指导、控制计划和PFMEA（过程失效模式及后果分析）均被更新，并且持续进行审核计划、检验流程或发展零件加工能力 对于验证纠正措施都是有必要的。After reviewing our processes, we make 20 other profiles that could have this same failure. Permanent fix to be implemented on all profiles. There will be error proofing device (Poke Yoke), Work instructions updated as well as Control plans and PFMEA's. An ongoing audit plan, inspection procedure or development of “Process Capability” for the component is necessary to verify Corrective Action is permanent.

D8 – Congratulate the team 恭喜团队

- 告知你的团队纠正及预防措施行之有效。记录你的工作，学习并提高你的团队
(Inform your team about the success of corrective and preventive actions. Document your work, learn and improve your team)
- 告知团队并鼓励他们从中学习，此项无须于报告中阐述。Talk to your team and encourage them to learn from taken actions. You don't need to specify any information in this 8D report.

质量问题8D分析报告案例

D1 - Team members 团队成员 State departments, names and positions of team members who are responsible to work with the problem 阐述解决客诉问题的相关成员姓名及其职务		Responsible 负责人
电镀负责人： ， 品管主管： ， 进料检： ， 出货检：		Planned date 计划时间
		Achieved date 完成时间
D2 - Description of the problem 问题描述 Step A. Customer description of the problem. Step B. Supplier statement of the actual issue) 步骤A 客户问题描述 步骤B 供应商实际问题描述		Responsible 负责人
锌层厚度要求6-10um实际测量2. 44-4. 22, Supplier statement of the actual issue (include photos) 步骤B：供应商对实际问题的描述（包括照片）		Planned date 计划时间
库存产品经多种膜厚测试设备检测锌层厚度4. 1-8. 3，确实有偏薄的问题。		Achieved date 完成时间
Re-occurred failure 再次发生故障 <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		If Yes, last ASSA ABLOY claim number 如果有，上次投诉编号为： QAB-L-0160-2020
Parts in transit to ASSA ABLOY 运输到 ASSA ABLOY 途中的零件 <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		If yes, Quantity and Unit 如果是，则数量和单位为：
Parts in stock 库存中的零部件 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		If yes, Quantity and Unit 如果是，则数量和单位为： 18560
Parts in manufacturing 制造中的零部件 <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, Quantity and Unit 如果是，则数量和单位为：

质量问题8D分析报告案例

D3 - Interim Containment Actions 临时围堵措施				Responsible 负责人
Short-Term immediate action on parts in stock and in pipeline/process, to protect the customer)				
针对客户针对库存、流水线/流程产品短期的即时性措施, 以保护客户权益				
Parts in transit to ASSA ABLOY 运输到 ASSA ABLOY 的零部件 <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, Quantity and Unit 如果是, 则运输数量和单位为:		Planned date计划时间
Parts in stock 库存中的零部件 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No				Achieved date完成时间
Parts in manufacturing 制造中的零部件 <input type="checkbox"/> Yes <input type="checkbox"/> No				
Containment Actions 控制措施	Responsible 负责人	Date 日期	Status 目前情况	
库存产品立即标识隔离。		2022.10.27	<input type="checkbox"/> TBD待定 <input checked="" type="checkbox"/> Done已完成 <input type="checkbox"/> In progress 进行中	
及时返工处理库存产品锌层厚度必须达到客人要求。		2022.10.27	<input type="checkbox"/> TBD待定 <input type="checkbox"/> Done已完成 <input checked="" type="checkbox"/> In progress 进行中	
			<input type="checkbox"/> TBD待定 <input type="checkbox"/> Done已完成 <input type="checkbox"/> In progress 进行中	

质量问题8D分析报告案例

D4 - Root Cause Analysis and verification 根本原因分析及验证 Use of 5 Whys is mandatory. Other Quality tools as Ishikawa diagram, FTA or mind map can also be attached. 5-Why分析法是必须使用的。其他质量检测方法如鱼骨图, FTA 或者思维导图也是可行的。				Responsible 负责人: 王桂庆
	Analysis of failure occurrence 故障发生分析	failure reason 故障原因	Analysis of the system 系统分析 (人, 机, 料, 法, 环)	Planned date 计划时间: 2022.10.26
Why? Because!	因为镀层厚度不够	为什么厚度不够		Achieved date 完成时间:2022.10.28
Why? Because!	因为电镀时间不够	为什么电镀时间不够		
Why? Because!	因为此产品是电镀后再进行铆接, 配件在电镀时会粘合在一起, 按正常的电镀时间操作厚度达不要求。			
Why? Because!				
Why? Because!				
Remarks(备注):				

质量问题8D分析报告案例

D5 - Implement the Corrective Action 执行纠正措施 Choose and verify definitive and permanent solution 选择并验证明确的永久性解决方案				Responsible 负责人: 邹菊秀
Actions 措施	Responsible 负责人	Date 日期	Effectiveness (%) 有效性	Planned date 计划时间 : 2022.10.29
库存的产品全部重新电镀 ,		,2022.10.29	100%	Achieved date 完成时间 Add date2022.11.2
后续给外协电镀时修改要求最小8um		2022.10.29	100%	
1.延长电镀时间由原来的70分钟改为150-180分钟。2.更换新的及正确的测厚仪来测量锌层厚度		2022.10.29	100%	
FMEA updated FMEA 更新 <input type="checkbox"/> Yes <input type="checkbox"/> No	If No, Why?Not needed 如果没有,为什么不需要		Date 日期	
Control Plan updated 控制计划更新 <input type="checkbox"/> Yes <input type="checkbox"/> No	If No, Why?Not needed 如果没有,为什么不需要		Date 日期	
Procedures/ Instructions updated 工艺流程/作业指导书更新 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If No, Why?Not needed 如果没有,为什么不需要		Date 日期	2022.10.29
Test equipment capability checked after implementation 实施后, 对测试设备能力的检查 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If No, Why?Not needed 如果没有,为什么不需要		Date 日期	

质量问题8D分析报告案例

D6 - Verify the Corrective Actions 验证纠正措施 Collect real data from follow up and validate that the problem has disappeared 收集真实数据，跟进问题并验证问题已解决				Responsible 负责人: 何桂元
Validation method for effectiveness check:(i.e. temporary 100% check, capability study)有效性检验的验证方法: (如: 临时性的 100%检查、能力研究)		库存产品重镀用新的测厚仪检测符合图纸要求		Planned date 计划时间: 2022.11.3
Effective:是否有效 <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		Achieved date 完成时间: 2022.11.9		
Verification attached:验证附件 <input type="checkbox"/> Yes <input type="checkbox"/> No				
D7 – Preventive Action (Control of Corrective Action) 预防措施 (纠正措施控制) (Prevent recurrence of this problem by examining this issue across your production lines and processes. Actions taken to monitor the long-term results of implemented Corrective Action) 通过检查与问题相关的生产线及生产流程，预防问题再次发生。采取措施监控已完成的纠正措施长期结果				Responsible 负责人: 贺江顺
Actions 措施	Responsible 负责人	Date 日期	Effectiveness (%) 有效性	Planned date 计划时间 Add date2022.11.3
库存产品已经重镀		2022.11.9	100%	
更新控制计划		2022.11.9	100%	Achieved date 完成时间 Add date2022.11.3 
后续要求电镀厂每批提供厚度报告出货前用新的测厚仪检测无误后方可出货		2022.11.9	100%	

质量问题8D分析报告案例



谢谢聆听

备注：以上8D报告分析要求及案例由美头山五金制造提供，仅供学习、研讨使用！