

Quality Procedure

8.7 Supplier Corrective Action

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1.3.2 Authority Matrix

Once the roles and responsibilities are assigned, the assignees are empowered to execute the role activities and given the appropriate authority for holding other people accountable. **Your organization** uses an authority matrix as a tool to help understand which parties need to be involved in correction activities.

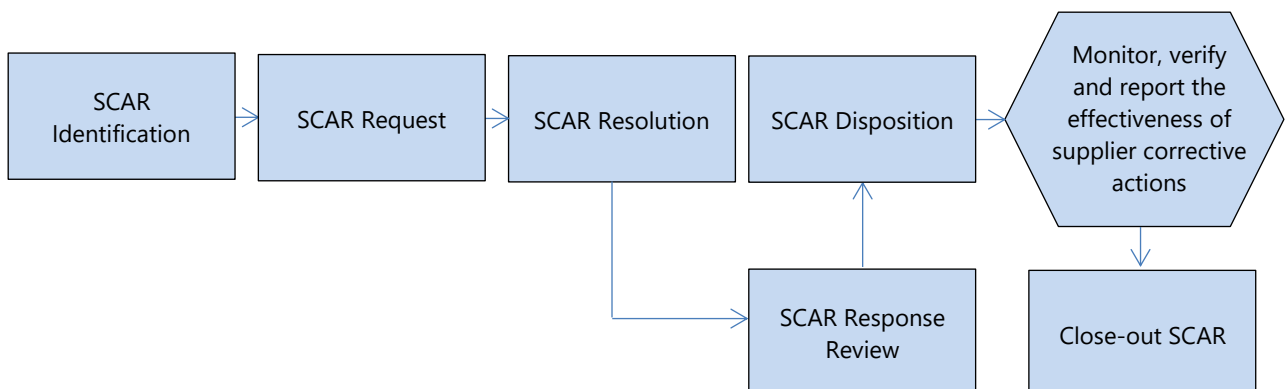
Authority Matrix	Process Participants				
	Employees	Quality Inspectors	Quality Manger	Purchasing Manager	Supplier
Activities and Steps Within the Process					
SCAR Identification	R	A/R	R	I	I
SCAR Request	C	A/R	A/R	I	C
SCAR Resolution	I	I	C	C	A/R
SCAR Response Review	I	I	A/R	I	I
SCAR Disposition	I	I	A/R	I	R
SCAR Monitoring	I	I	A/R	I	I
SCAR Validation	I	A/R	A/R	A/R	I
SCAR Closure	I	A/R	A/R	I	I

Legend	Definition
R = Responsible	Executes the task
A = Accountable	Accountable for final result
C = Consulted	Consulted about the task to provide additional information
I = Informed	Needs to be kept up-to-date on activities/tasks

1.4 Supplier Corrective Action Process

1.4.1 General

Your organization's supplier corrective action process combines organizational management techniques with individual tools to create a robust closed-loop process in order to:



Your organization uses a charge back process to recover costs incurred as a result of a supplier's nonconformance or late deliveries. Issuance of a charge back is communicated to the supplier SCAR form and details about value via email or other local operation system as extension of the process.

1.4.2 Identification

SCAR maybe issued during incoming inspection, at a later day as a result of production line rejections attributable to the supplier, as part of the Material Review Board (MRB) disposition, or upon discovery of any supplier caused issues during the products' lifetime cycle. SCARs may also be issued on first article failures, poor supplier performances, such as poor on-time delivery. Below are examples for occasions where a SCAR response required:

1. Warranty failure including high value reoccurring claims;
2. Products which do not meet with drawing, purchase order, or other specification requirement during development phase or in serial production;
3. Serial faults or repetitive nonconformances that contribute to a production line stop;
4. Lack of communication and response where a supplier repeatedly does not respond to claims or other requests,
5. Receiving and delivery issues where the supplier does not ship parts to confirmed date, has a history or repeatedly has short shipments, or wrong quantities, missing packing slips or required material certification and documentation.

On receipt of incoming materials, the receiving personnel will identify and inspect the items, goods and materials and match them against the delivery note. The delivery note is compared to the corresponding purchase order and any related documentation. This inspection should include but not be limited to:

1. Confirmation of identification using the purchase order, drawing numbers, material markings etc.;
1. Confirmation of adherence to delivery schedule;
2. Confirmation of conformance to purchase order requirements;
3. Confirmation of correct quantities;
4. Visual examination for obvious defects;
5. Measurement comparison to drawings where required;
6. Specified certification/documentation as required.

For large numbers of identical items, visual and dimensional checks should be undertaken on a minimum of 5% of the total quantity. No material is released for further processing until receiving inspection has been completed and goods accepted. All accepted materials passing immediate inspection are allocated a storage area. Any noncompliant goods must be placed in a separate area, and clearly identified with a **Reject Tag**. Further investigations should determine whether the items, materials or goods are to be:

1. Scrapped;
2. Returned to Supplier;
3. Reworked to a useable condition.

When inspecting materials that include specified certification or documentation should only be accepted when such certification and documentation has been viewed and approved by the [Quality Manager](#) or the [Purchasing Manager](#).

1.4.3 Supplier Corrective Action Request

Your organization uses a Supplier Corrective Action Request (SCAR) Form which follows the 8D methodology, to formally notify our Suppliers of quality issues found with their supplied products or services, and for requesting Suppliers to take appropriate actions to prevent recurrences.

A SCAR Form is issued to Suppliers and vendors for repetitive, ongoing problems and issues that have a major impact on end product delivery. A SCAR may be requested due to the poor performance of the supplier for more than three consecutive months or any three months in a 12 months period based on data analysis.

The [Quality Manager](#) will complete the D1 section of the SCAR Form for the nonconformity identified and define the problem statement/symptoms in the SCAR form, with detailed explanation of the problem including pictures (if applicable) and/or drawings of the specific component.

The SCAR type is determined by the originator as a:

1. Safety Concern;
2. Process Nonconformity;
3. Product Nonconformity;
4. Systemic Nonconformity.

The SCAR priority is determined by the originator as a:

1. **High** - A problem that results in Major/ significant impact or is a repetitive problem. Requires a root-cause investigation, corrective action(s) and preventative action(s);
2. **Medium** - A problem that results in moderate impact. Requires containment and root-cause analysis, with corrective actions when appropriate;
3. **Low** - A low level problem typically closed after immediate correction, requires containment and trending;
4. **Improvement Opportunity** - A condition that does not need correction, but rather, can be enhanced, improved, or made more efficient.

The SCAR form will include the reference of the nonconformity number, part numbers and part description, and serial numbers (as applicable). Supplier SCARs may also be used to obtain failure analysis information from our Suppliers to support internal analysis reports.

1. The maximum response time will be seven (7) working days;
2. The response time on SCAR can be extended by [Quality Manager](#) as required;
3. All requests for extension the due date will be in writing and submitted to [Quality Manager](#) for approval;
4. SCARs that are overdue will be followed up with a written overdue notice from the [Quality Manager](#) to the assignee.;
5. Supplier SCARs that are overdue will be followed up with a written overdue notice issued by the [Purchasing Manager](#).
6. If the overdue response is not within the allotted period of time - the thirty (30) working days for Supplier SCARs, then the SCAR will be forwarded to the [Quality Manager](#) for resolution.
7. These SCARs will remain open until the assignee is notified by the [Quality Manager](#) that the problem has been resolved.