SEM Improvement action plan

Supplier name	HEBEI GOLDRARE AUTOMOBILE PARTS CO., LTD	SEM Lead Auditor:	[illegible]
Parma code	[illegible]	[illegible]	[illegible]
Date	[illegible]		
Supplier's representative:	[illegible]		
Supplier's signature:			
Place:	[illegible]		
Date:	[illegible]		

Criteria nr	SEM Parameter	Gap description	Actual SEM	问题描述	Supplier actions	Target date	Completion date	Responsible	Follow up WKxxxx	Follow up WKxxxx
1	Company profile									
1.1	[illegible]									
1.2	Global ability									
2	Management									
2.1	Management									
2.2	Customer satisfaction	1,No detail actions on survery analysis such as package improvement	2	1,No detail actions on survery analysis such as package improvement 对客户投票的分析没有具体的行动，如包装改进 2,The actions status/closue date follow-up 行动的状态及日期的跟进	Reason analysis: 原因分析： 1. The customer satisfaction results meet the quality objectives without analyzing specific issues; 1.顾客满意度结果满足质量目标要求，未针对具体问题进行分析； 2. The "Customer Satisfaction Control Procedure" does not specify improvement for items with average scores or single items that do not reach full scores; Rectification measures: 整改措施： 1. In response to customer requests for packaging improvement, establish a problem follow-up table and regularly update the monitoring progress; 2. Revise the "Customer Satisfaction Control Procedure" to require improvement on issues with scores less than 9 3. Analyze customer satisfaction in 2022	2018.12.20	2018.12.20 2023.2.28	销售服务部		
2.3	Corporate Social Responsibility									
2.4	Risk management									
2.4.2	Risk assessment record	Risk assessment regarding O/S for accident (S=2) and enviornment influence (O=1, b...	2	Risk assessment regarding O/S for accident (S=2) and enviornment influence (O=1, by manual record/traceability) is not reasonable	Reason analysis: 原因分析： The probability and frequency of risk occurrence in each process are determined by our department and have not been reviewed by a multi-functional team The "Quality Risk Opportunity Control Procedure" does not specify the review of the probability and frequency of risk occurrence Rectification measures: 整改措施： Revise the "Quality Risk and Opportunity Control Procedure" and organize relevant departments for review by the Quality Department. Revise the Risk and Opportunity Identification Form to add a column for effectiveness Organize relevant departments to review the 'Risk and Opportunity Identification and Evaluation Form'	2023.2.20	2023.2.20	质量管理部		
3	Environment									
4	Quality									
4.2	Quality planning, Part Quality Assurance									
4.2.3	White books (lessons learned) / History of past problems				Reason analysis: 原因分析： After the problem occurred, only focused on solving the problem, and did not feed back the experience and lessons learned from the quality problem to the technical center for other project development; The "FMEA Management Measures" do not specify the development of D/PFMEA to refer to past quality issues Rectification measures: 整改措施： Revise the 'Quality Abnormality Control Procedure' to review issues and expand other project issues horizontally Revise the quality issue resume, add feature identification, and provide quarterly feedback to the technical center on issues Provide a record of quality issues in 2023 When establishing D/PFMEA for new products in the technical center, quality issues are used as a reference	2023.2.20	2023.2.20	质量管理部 技术中心	质量问题履历 FMEA管理办法	目视/质量部 2022-2023质量履历表更新
4.2.5	PFMEA	SOD rating is not reasonable. Such as CC items severity rating 4/5, visual inspection detection rating 3/5/6	1	SOD rating is not reasonable. Such as CC items severity rating 4/5, visual inspection detection rating 3/5/6 No update since 1st version from 2015	Reason analysis: 原因分析： The SOD score is unreasonable; SOD分值不合理； Failure to score according to the evaluation criteria for regulatory requirements in the evaluation rules The "FMEA" management measures do not clearly specify the timing of updating FMEA Rectification measures: 整改措施： Revise the "FMEA Management Measures" to clarify the annual review and output relevant records The project engineer organizes the project team to review the FMEA and provide records Provide the latest version of PFMEA according to the new FMEA standard	2023.2.20	2023.2.20	技术中心	FMEA管理办法	
4.2.6	Control Plan	1,No control for CC/SC(1/2) items, only normal process inspection for welding and dimension	1	1,No control for CC/SC(1/2) items, only normal process inspection for welding and dimension 2,No update since 1st version from 2015	Reason analysis: 原因分析： When formulating control plans, only the functions that can be achieved by the production line were considered, without considering the product itself, resulting in the omission of control projects Rectification measures: 整改措施： Revise the "Control Plan Management Measures" to clarify the annual review and output of relevant records Provide control plans and process control records	2023.2.20	2023.2.20	技术中心		
4.4	Reliability	0	2							
4.5	Problem solving	0	1							
4.5.1	Method of cause analysis	1,No tool was used for root cause analysis.Only focus on occurance 2,Not highlight issue severity (SC/CC/normal etc) 3,Not highlight issue frequency(1st time/reoccurence)	2	1,No tool was used for root cause analysis.Only focus on occurance 2,Not highlight issue severity (SC/CC/normal etc) 3,Not highlight issue frequency(1st time/reoccurence)	Reason analysis: 原因分析： In response to customer feedback issues, the response is usually in the format requested by the customer, and 8D is not uniformly used for rectification analysis, resulting in missing content after being converted into 8D Rectification measures: 整改措施： Revise the 8D report template and quality issue resume, clarify the time breakpoint of the issue, and clarify the proportion of recurring defects (if any) Revise the 'Nonconforming Product Control Procedure' to clarify that quality issues are maintained and updated by quality engineers, and to clarify the frequency of problem updates/reviews The quality anomaly control procedure stipulates a time frame for problem-solving, such as responding within 8D and 24h, taking temporary measures within 2 working days, and providing permanent and effective measures within 3-5 working days to ensure that the true cause is identified within a week and completely closed within 30 days. Problem spreading/containment measures	2023.3.13	2023.3.13	质量管理部		
4.5.2	Check efficiency of actions	Only record the date, no detail information regarding the efficiency and breakpoint batch info	1	Only record the date, no detail information regarding the efficiency and breakpoint batch info		2023.3.13	2023.3.13	质量管理部		1. 整改时间断点 2. 问题发生不良比例 3. 问题更新频次 4. 横向展开 5. 问题解决时效（反应速度）
4.5.3	Prevention of recurrence	No horizontal study, only focus on issue part	1	No horizontal study, only focus on issue part		2023.3.13	2023.3.13	质量管理部		
4.5.4	Control of problem solving progress	No clear definition for the deadline for containment actions and each discipline	1	No clear definition for the deadline for containment actions and each discipline		2023.3.13	2023.3.13	质量管理部		
4.6	Management of critical characteristics	0	2							
4.6.1	Determination of Critical Characteristics				1、整理特性清单对照表，转换客户与我司特性对照关系					
4.6.2	Identification in and visual management				2、针对特殊特性的识别及管控相关人员培训					
4.6.3	Process Capability for Critical Characteristics		1	No SPC control for torque	Reason analysis: 原因分析： In the control plan, only torque calibration is required and SPC control is not required for torque Rectification measures: 整改措施： Clarify CC/SC in the control plan and improve SPC requirements Provide the latest control plan to ensure feature transmission Provide corresponding measuring tool calibration, MSA and SPC implementation plans and records	2023.3.13	2023.3.13	质量管理部		
4.6.4	Tier 2 deployment	NO SC/CC in drawing but inspection has SC...	1	NO SC/CC in drawing but inspection has SC requirement for damper	Reason analysis: 原因分析： List of Special Features Features Not Transmitted Single Piece Drawing Rectification measures: 整改措施： Identify characteristics based on the technical requirements of the drawings provided by the customer, and then transmit them to the supplier; SQE on-site audit to confirm the on-site control situation, audit report - non compliant; Regularly confirm the implementation status with suppliers, such as meetings and on-site confirmation	2023.3.13	2023.3.13	质量管理部 技术中心		
5	Logistics	0	5							
5.1	Capacity management	0	1							
5.1.1	Capacity forecast		1		Reason analysis: 原因分析： Collect annual forecast measurements during budget formulation every year Rectification measures: 整改措施： Revise the 'Production Management Business Control Procedure' to increase the requirement for collecting customer forecasts Provide customers with pre measurement for 2023 (monthly, quarterly, annual)					
5.1.3	Tier 2 supplier capacity		1		Reason analysis: 原因分析： Supplier capacity not confirmed on-site Rectification measures: 整改措施： Revise the "Procurement Control Procedure" and sign the annual procurement plan by both parties, clarifying that the supplier's production capacity is confirmed and recorded every six months Provide a production capacity survey or PPAP file package for production capacity					
5.1.4	Capacity calculation model		2		Reason analysis: 原因分析： The calculation content is incomplete (OEE is not considered in the annual production calculation) Rectification measures: 整改措施： Adjust production capacity accounting methods and add OEE content Showcase	2023.3.13	2023.3.13	生产制造部		
5.1.5	Bottleneck Analysis		1		Reason analysis: 原因分析： Failure to analyze bottleneck processes Rectification measures: 整改措施： Identify bottleneck processes and solve bottlenecks					
5.2	[illegible]									
5.3	Electronic communication		1		Reason analysis 原因分析： Order not managed systematically 订单未系统管理 Rectification measures: 整改措施： The sales department provides screenshots of customer orders on the system					
7.1	Training and competence	0	2							
7.1.1	Employee satisfaction	Optimize the analysis report by adding...	2							
7.1.2	Training plan	Training plan delay without explanation and...	2							
7.1.3	Skill matrix		2							
7.1.4	Training effectiveness	Operator training effectiveness is too generic, suggest to verify it by different processes /different skills on multiple aspects(make different test based on the processes...	1	Operator training effectiveness is too generic, suggest to verify it by different processes /different skills on multiple aspects(make different test based on the processes accordingly)	Adopting general training content, the content is general 1. Employee training content is divided into corporate culture and professional skills training 2. Provide professional skills training for different positions and conduct assessments. Only those who pass the assessment can take up the job Training Attendance Form Training content Training effectiveness evaluation Assessment records	2023.3.13	2023.3.13	综合管理部 生产制造部		
7.2	Production management	0	2							
7.2.3	Daily start-up checks	1,H4 assy line poka yoke check missing 2,H4 assy line 1st sample torque check missing	1	1,H4 assy line poka yoke check missing 2,H4 assy line 1st sample torque check missing	Reason analysis: 原因分析： Failure to perform error proofing verification; There is no requirement in the control plan for error prevention equipment to undergo shift validation; Before the start of the shift, only the torque gun was confirmed, and the product was not confirmed Rectification measures: 整改措施： Revise the "Production Process Control Procedure" to clarify the situation of startup inspection and sort out the situation of shutdown; Revise the inspection form and add records of re inspection due to shutdown (including error prevention devices)	2023.3.13	2023.3.13	质量管理部		
7.2.4	Work instruction and operator training	No X-bar control for [2] characteristics such as torque	2	No X-bar control for [2] characteristics such as torque no requirement in WI	Reason analysis: 原因分析： X-bar control is not required in the control plan Rectification measures: 整改措施： The existing control plan has requested that quality personnel conduct X-bar analysis as required	2023.3.13	2023.3.13	质量管理部		
7.3	Production support	0	2							
7.3.1	Visual management at shopfloor	Need visual board for each production line...	1	Need visual board for each production line and follow up for daily defects	Uniformly plan the signage for each workshop, including 12 items: quality policy, employee quality matrix, safety red cross, attendance, rapid response, 5S, production plan, production efficiency, and non-conforming product handling; Confirm whether the signage information is updated on time during hierarchical review	2023.3.13	2023.3.13	制造/质量		看板更新
7.3.3	Calibration									