

18th Annual North American Supplier Conference

May 18, 2017

“Growth Through the Pursuit of Quality”

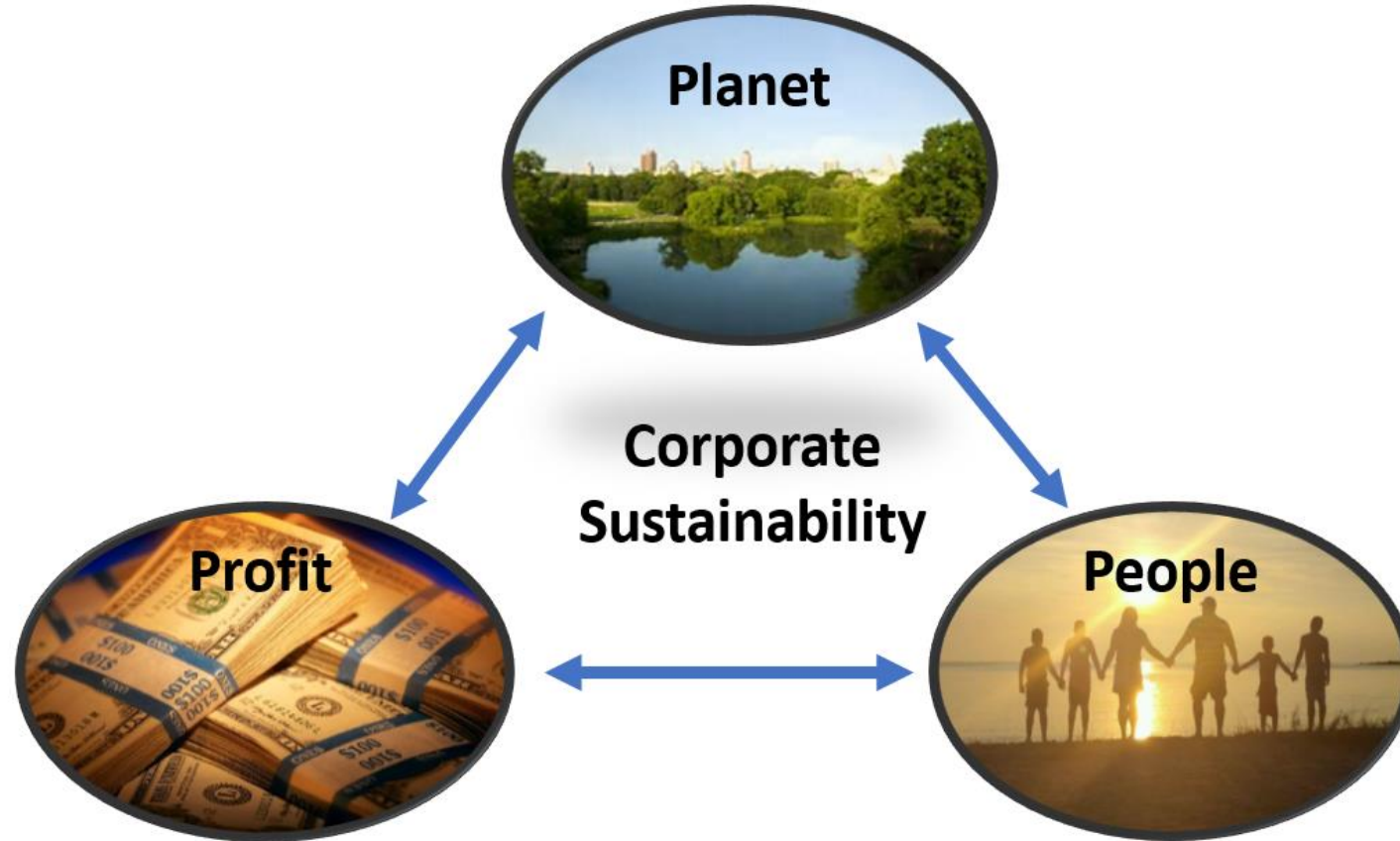
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Corporate Sustainability

企業の持続性

Managing the Triple Bottom Line

3大支柱の管理



IATF Update

Risk Based Thinking!

Risk management at a high level

- The organization **shall** determine the risks and opportunities that need to be addressed to give assurance that the quality management system can achieve its intended result and **shall** evaluate the effectiveness of these actions.
- Coordinated set of activities and methods that organizations use to **manage and control the many risks that affect their ability to achieve objectives.**

ISO/TS 16949 Clauses	IATF 16949 Clauses
4. Quality management system	4. Context of the organization
5. Management responsibility	5. Leadership
6. Resource management	6. Planning
7. Product realization	7. Support
8. Measurement, analysis and improvement	8. Operation
	9. Performance evaluation
	10. Improvement

- The organization **shall** demonstrate leadership and commitment with respect to quality management system by promoting the use of process approach and **risk-based thinking.**

Risk Based Thinking! Effectiveness vs Efficiency

The degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right", effectiveness means "doing the right thing".

Understanding this difference

Evaluation of Effectiveness is through the eyes of the customer (doing the right thing)

Evaluation of Efficiency is through the eyes of your organization (doing the thing right)

- At a minimum, the following supplier performance indicators shall be monitored:
 - a) Delivered product conformity to requirements
 - b) Customer disruptions at receiving plant
 - c) Delivery schedule performance
 - d) Number of occurrences of premium freight

Risk Based Thinking!

Second-party audits

- The organization **shall** require their suppliers of automotive products and services to develop, implement, and improve a quality management system certified to ISO 9001 unless authorized by the customer...
- The organization **shall** include second-party audit process in their supplier management approach. Second-party audits may be used for:
 - a) Supplier risk
 - b) Supplier monitoring
 - c) Supplier QMS development
 - d) Product audits
 - e) Process audits
- **Based on a risk analysis**, including product safety/regulatory requirements, performance of the supplier, and QMS certification level, at a minimum **shall** document the criteria for determining the need, type, frequency, and scope of second-party audits.

IATF Update

Management Reviews!

Required Inputs (ISO 9001)

- ✓ Status of actions taken from previous management reviews
- ✓ Changes in external and internal issues
- ✓ Information on performance
- ✓ Adequacy of resources
- ✓ Effectiveness of actions taken to address risk/opportunity
- ✓ Opportunities for improvement

Required Inputs (IATF 16949)

- ✓ Cost of poor quality
- ✓ Process effectiveness
- ✓ Process efficiency
- ✓ Product conformance
- ✓ Manufacturing feasibility
- ✓ Customer satisfaction
- ✓ Maintenance objectives
- ✓ Field failures

Required Outputs

- ✓ Opportunities for improvement
- ✓ Any need for changes to QMS
- ✓ Resource needs
- ✓ Document and implement an action plan

$$Y = f(x)$$



AMC Purchasing

By recognizing our reliance on each other for success, American Mitsuba and its suppliers have the unique opportunity to create a competitive advantage in the marketplace for our customers. Not only do we recognize the often competing objectives that our customers challenge us with, but embrace them as a source of creativity and strength. We recognize the value in growing a community of suppliers that understand American Mitsuba's emphasis on quality and interest in developing supply chain relationships that additionally embrace timeliness, cost and efficiency.

Supplier Manual

Supplier Requirements Advanced Process and Quality Planning Control of Nonconforming Product Customer Specific Requirements IPP System Control Labeling Requirements PO Terms and Conditions Process / Material Change Requirements Mitsuba Green Purchasing Guideline PPAP Level Requirements	Supplier Assessment Supplier Performance Evaluation Supplier Audit Procedure Annual Supplier Survey Blank Forms Acceptance for Mass Production APQP Status Report Capability Study Worksheet Coating System Assessment CQI-12 Heat Treat System Assessment CQI-9 IPP Tag Nonconformance Report (8D, 5P) Packaging Approval Form Plating System Assessment CQI-11 Process and Material Change Request Request for Deviation Potential Supplier Assessment Supplier Audit Checklist Gage RR Study Worksheet Sustainability Supplier Self Assessment Nonconforming Product Sorting Notice VA/VE Proposal Form
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2016 Supplier Manual Updates

Gap Analysis Tool

Standard	Element	Is this a new requirement?	ISO 9001:2015 / IATF 16949:2016 Requirements	Correlation	Commentary	Level of current implementation
		New/Modified/Carryover	Bolded text indicates new to ISO 9001:2015 and IATF 16949:2016	ISO/TS 16949:2009		1 = Fully implemented 5 = Nothing in place
4.0 Context of the organization						
4.1 Understanding the organization and its context						
ISO 9001	4.1	New	The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system. The organization shall monitor and review information about these external and internal issues. NOTE 1: Issues can include positive and negative factors or conditions for consideration. NOTE 2: Understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social and economic environments, whether international, national, regional or local. NOTE 3: Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance of the organization.	No equivalent clause	This was not specifically mentioned in the previous standard and is now an explicit requirement. The organization must now be able to demonstrate they have identified, monitored and reviewed all external and internal issues.	
4.2 Understanding the needs and expectations of interested parties						
ISO 9001	4.2	New	Due to their effect or potential effect on the organization's ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, the organization shall determine: a) the interested parties that are relevant to the quality management system; b) the requirements of these interested parties that are relevant to the quality management system. The organization shall monitor and review information about these interested parties and their relevant requirements. The organization shall monitor and review information about these interested parties and their relevant requirements.	No equivalent clause	The intent of this requirement is to ensure that the organization considers the requirements of relevant interested parties beyond just those of the customer. The intention is to focus on the interested parties which are relevant to the Quality Management System (QMS).	
4.3 Determining the scope of the quality management system						
ISO 9001	4.3	Modified	The organization shall determine the boundaries and applicability of the quality management system to establish its scope. When determining this scope, the organization shall consider: the external and internal issues referred to in 4.1; the requirements of relevant interested parties referred to in 4.2; the products and services of the organization. The organization shall apply all the requirements of this International Standard if they are applicable within the determined scope of its quality management system. The scope of the organization's quality management system shall be available and be maintained as documented information. The scope shall state the types of products and services covered, and provide justification for any requirement of this International Standard that the organization determines is not applicable to the scope of its quality management system. Conformity to this International Standard may only be claimed if the requirements determined as not being applicable do not affect the organization's ability or responsibility to ensure the conformity of its products and services and the enhancement of customer satisfaction.	Sec. 1.2	The new revision to the standard now explicitly requires that before you set the scope of the QMS, you must have previously considered and demonstrated that the issues within 4.1 and interested parties within 4.2 are completed, prior to setting the scope and boundaries of the QMS. It is important to note that ISO 9001:2015 requires that all requirements within the standard are to be met unless they do not apply. This scope must be documented and include the products and services provided as well as any justification for any requirements that the organization has determined do not apply.	
4.3.1 Determining the scope of the quality management system - supplemental						
IATF 16949	4.3.1	Modified	Supporting functions, whether on-site or remote (such as design centers, corporate headquarters, and distribution centers) shall be included in the scope of the quality management system (QMS). The only permitted exclusion for this Automotive QMS Standard relates to the product design and development requirements within ISO 9001, Section 8.3. The exclusion shall be justified and maintained as documented information (see	Sec. 1.1, 1.2	Originally included in ISO/TS 16949:2009, Sec. 1.1 and 1.2. The first requirement relating to supporting functions was revised to not only address the need to include them in the audit, but also to ensure that they are included in the scope for the QMS.	

Updates/Revisions

MITSUBA VISION 2024

Enter a New Stage with a New Global Viewpoint

