

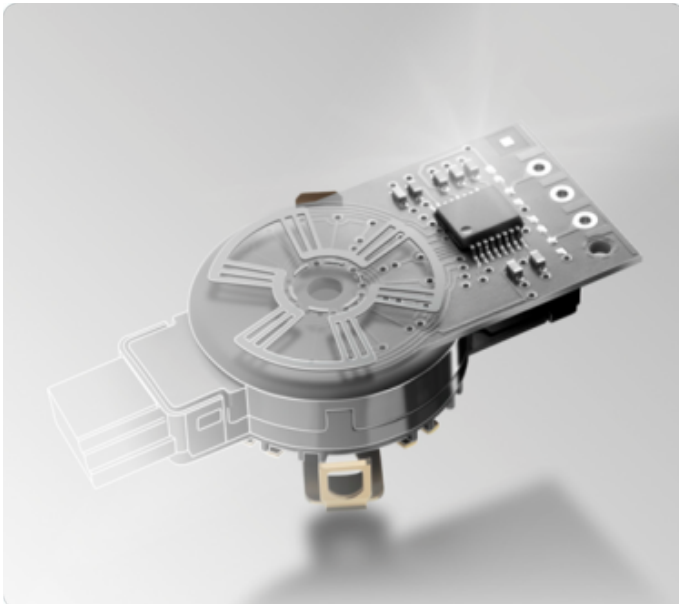


Technology with Vision



Hella 8D Report_ Supplier Training Material

海拉8D报告_供应商培训资料



Lippstadt 2026-07-30
HCC-PU-QM

Number of AD	Process assignment	Edition date	Designer of AD	PDE of the related process	PLD of the related process
AD-00060	O2F-80-10-20-20	2026-07-30	Horst Keppmann	Horst Keppmann	Dirk Schneider



Technologie mit Weitblick

- **Motivation to make the 8D report**
编写8D报告的动机
- How to fill out Hella 8D report
如何填写海拉8D报告
- 8D Report Evaluation
8D报告的评估

8D – Introduction

8D介绍

- 8 Disciplines Problem Solving (8D) is a method used to approach and to resolve problems, typically employed by quality engineers or other professionals;
8D问题解决工具是一种处理和解决问题的方法，通常地被质量工程师或其他专业人员采纳使用；
- Its purpose is to identify, correct and eliminate recurring problems, and it is useful in product and process improvement.;
它的目的是识别问题，纠正问题及消除问题再发，并在产品和过程的改进上也是很有帮助。
- It establishes a permanent corrective action based on statistical analysis of the problem and focuses on the origin of the problem by determining its Root Cause. Although it originally comprised eight stages, or 'disciplines', it was later augmented by an initial planning stage;
它通过对问题进行统计分析来发现问题的根本原因，并且针对问题发生的根本原因建立有针对性的永久性纠正措施。最初它由8个步骤组成，后来在初步规划阶段优化了。
The 8D follows the logic of the PDCA Cycle.
8D遵循PDCA循环法则。

8D – change history

8D变更履历

Version 版本	UpdateDate 更新日期	Change Content 变更内容	Page 页码	Comments 备注
V1	2017-11-20	Initial 8D training初版8D培训资料	NA	Initial Version初始版
V2	2026-07-30	Icon & company name updated (FORVIA/HELLA) 公司图标和名字更新（佛瑞亚/海拉） FMEA RPZ → Action Priority FMEA RPZ →行动优先级 Re-structure VDA (D7.0 , prevent by changing standards...) 重新结构化VDA （D7.0, 通过改变标准进行预防） Change Final judgement to D8.0 from D7.0 最终的8D责任归属判定从D7.0变化到D8.0	10,38, 39,41	
V3				
V4				
V...				

Advantages

优点

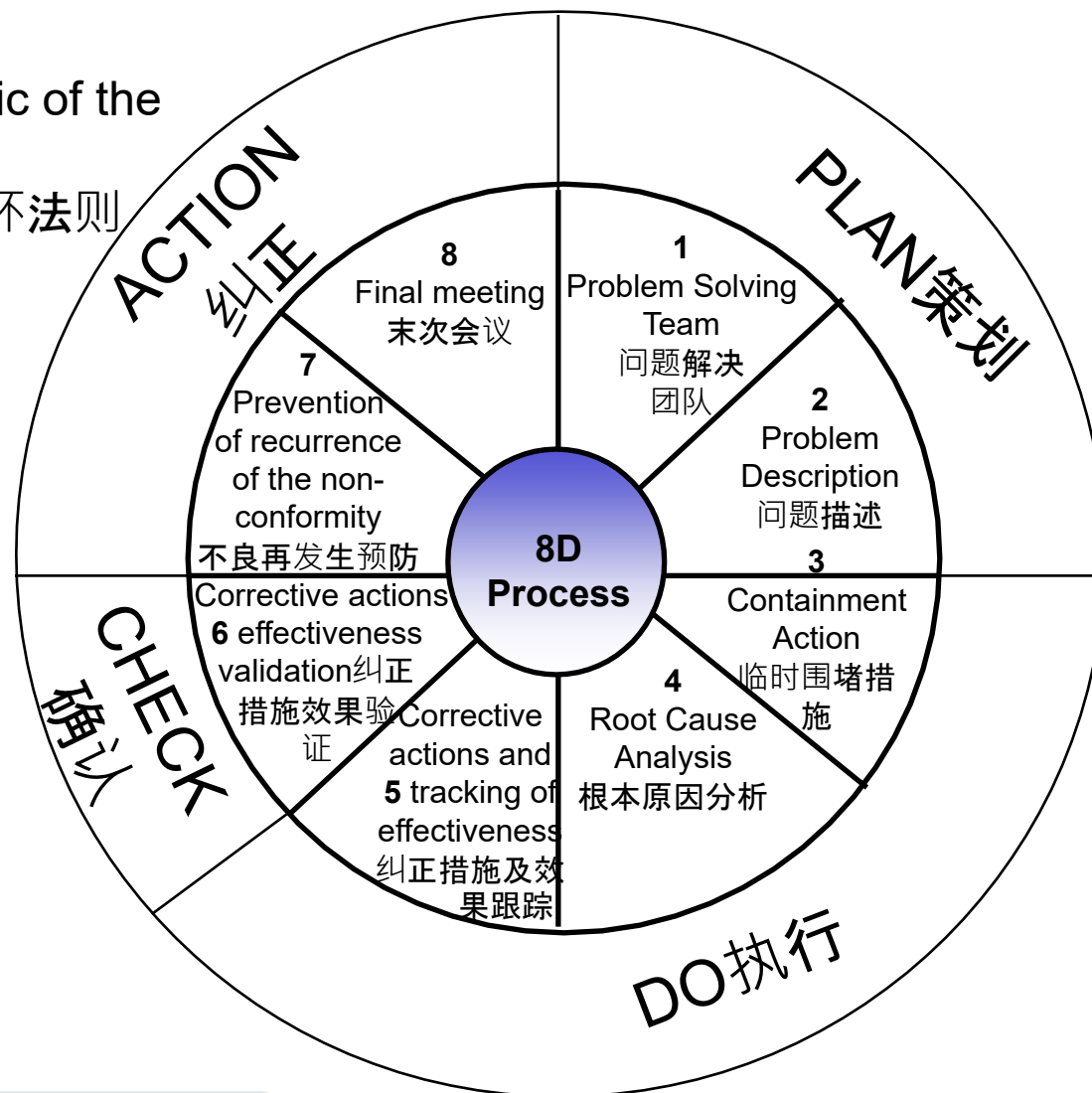
- Easy and logically method, clearly shows next steps of problem solution.
容易且具逻辑的方法，清晰的展现问题解决的下一步动作。
- The method is known and used by all companies from the automotive industry.
这个方法众所周知并普遍运用于汽车行业。
- Often this is a required method of documenting the Corrective/Preventive action for the problem.
通常被要求对问题的纠正预防措施进行文件化管理的方法。
- An excellent way of reporting nonconformance's to suppliers and their Corrective/Preventive actions.
它是一种供应商用于报告不合格和纠正/预防措施的好方法。

8D Problem Solving

8D 问题解决

8D follows the logic of the PDCA Cycle

8D 遵循PDCA循环法则





Technologie mit Weitblick

- Motivation to make the 8D report
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如何填写海拉8D报告
- 8D Report Evaluation
8D报告的评估

8D Steps

8D 步骤

D1	Problem solving team 问题解决团队
D2	Problem description 问题描述
D3	Containment actions 临时遏制
D4	Root cause analysis 根本原因分析
D5	Corrective actions and tracking of effectiveness 纠正措施及效果追踪
D6	Corrective actions effectiveness validation 纠正措施的验证
D7	Prevention of recurrence of the non-conformity 不良再发生的预防
D8	Final meeting 末次会议

D1 — Problem Solving Team

D1 — 问题解决团队



Task
任务

Select team members 选择团队成员

- Members with appropriate skills are nominated based on the problem description

根据问题描述选择具备相关技能的团队成员。

Action
行动

- A team leader is appointed

指定团队负责人

Target
目标

Confirmation of the team structure and assignment of responsibilities among the team members

团队组织架构确认及团队成员职责委任。

D1 — Problem Solving Team

Header of 8D report filled with information come from Hella's Quality Notification letter.

8D表头信息来自于Hella 质量通知信

	8D-Report for Suppliers / 8D-Report für Lieferanten Hella Claim No. / Hella Rekl.-Nr.: ①		First issue date / Erstelldatum: ④
	② ☐ Interim-8D-Report / Zwischen-8D-Report ③ ☐ Final-8D-Report / Abschluss-8D-Report		Date of Update / Änderungsdatum: ⑤

Please fill in right information according to below explanation:

请根据Hella投诉信内容填入正确的信息：

- ① Hella claim no. can directly get from Hella QN.
可以从Hella质量抱怨信获得Hella抱怨号
- ② Interim 8D Report: D8 not finished.
临时8D报告日期：8D没有最终完成
- ③ Final 8D Report: D8 finished.
最终8D报告日期：D8完成
- ④ First issue date: Official issue date to Hella, e.g. it's always a date when supplier finished D3 or D5, which is required by Hella SQA.
第一次发布日期：官方回复给Hella的日期，如：通常按Hella要求供应商回复D3或D5的日期
- ⑤ When 8D is updated, supplier shall update with this date.
当8D报告更新后，供应商需要更新报告更新日期。

Complaint No.: 100300038434 dated 13.06.2017	
Our material-No./revision level	Name
325.313-00 /	LOWER HOUSING GR VW
Your material No.	Supplier No.
	48200042
Quantity	Your delivery No.
1,344.000 PC	4912965298
Date of receipt	Material receipt/Item No.
12.06.2017	5001039781 / 0001
Order date	Order No./Item No.

D1 — Problem Solving Team

Information regarding Hella contact person and claim subject
关于Hella联系窗口及抱怨方面的信息

1.0	HELLA claim date / HELLA 抱怨日期 ① Contact person / 联系窗口: ② E-mail / 邮箱: ③ Telephone / 电话: ④ HELLA – Part no. / HELLA 料号: ⑤ Part name / 产品名称: ⑥	Type of failure / 失效件来源 ☒ HELLA internal / HELLA 内部 ☐ 0-km Return / 0-km 退货 ☐ Field return / 市场退货 ☐ Logistics failure / 物流失效
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All above items can directly get from Hella QN. As following attachment show:
上面所有的条目都可以直接从Hella的质量抱怨信上获得， 如下附件显示：

Your reference

Your Message from

Our reference

Jimmy Zhu
HSE-QPP3 ②

Phone 021-6160xxxx ④

Telefax 0 0

Email Jimmy.Zhu@hella.com ③

Date 20.06.2017

Complaint No.: 100300038434 dated 13.06.2017 ①	
Our material-No./revision level	Name
325.313-00 / ⑤	LOWER HOUSING GR VW ⑥
Your material No.	Supplier No.
	48200042
Quantity	Your delivery No.
1,344.000 PC	4912965298
Date of receipt	Material receipt/Item No.
12.06.2017	5001039781 / 0001
Order date	Order No./Item No.

D1 — Problem Solving Team

Type of failure

失效类型

1.0	HELLA claim date / HELLA 抱怨日期 Contact person / 联系窗口: E-mail / 邮箱: Telephone / 电话: HELLA – Part no. / HELLA 料号: Part name / 产品名称:	① ② ③ ④ Type of failure / 失效件来源: ☒ HELLA internal / HELLA 内部 ☐ 0-km Return / 0-km 退货 ☐ Field return / 市场退货 ☐ Logistics failure / 物流失效
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- ① If the failure part is detected from Hella plant. Please select ‘Hella internal’.
如果失效件来自Hella内部工厂，请勾选‘Hella internal’
- ② If the failure part is detected from Hella’s customers, for example OEM, Tier 1. Please select ‘0-km Return’.
如果失效件来自Hella的客户，如OEM，一级供货商。请选择‘0 公里退回’
- ③ If the failure part is detected from consumer side (e.g. 4S store or markets), Please select ‘Field return’.
如果失效件来自消费者（如，4S店或用户市场），请选择‘市场退货’。
- ④ If the failure part is detected as logistic failure. Please select ‘Logistics failure’.
如果失效件来自物流，请选择‘物流失效’。

D1 — Problem Solving Team

Supplier information: contact person, location, material, tools

供应商信息：联系人，产地，材料，工装等

1.1	Contact Supplier (team leader): / ① 供应商联系窗口 (负责人): [redacted] ①	Location of production Supplier: / ⑥ 供应商产地: [redacted] ⑥
	Department / 部门 ② [redacted] ②	Part no. Supplier / 供应商料号 ⑦ [redacted] ⑦
	E-mail / 邮箱 ③ [redacted] ③	Rejection no. Supplier / 供应商内部追溯号 ⑧ [redacted] ⑧
	Telephone / 电话 ④ [redacted] ④	Type of machine / 设备类型 ⑨ [redacted] ⑨
	Team members supplier (name / function) / ⑤ 供应商小组成员 (名字/ 部门): [redacted] ⑤	Equipment-no. supplier / 供应商设备编号 ⑩ [redacted] ⑩
		Device no. Supplier / 供应商装置编号 ⑪ [redacted] ⑪
		Affected cavities / sub tools / 影响的穴/工装 ⑫ [redacted] ⑫

- ①

The name of supplier contact person;
供应商联系窗口姓名
- ②

Which department did supplier contact person work?
供应商联系窗口所在部门
- ③

Supplier contact person's E-mail;
供应商联系窗口邮箱
- ④

Supplier contact person's telephone;
供应商联系窗口电话
- ⑤

Supplier cross functional team member, including
name and Dept. 供应商多功能小组成员姓名及部门
- ⑥

Supplier manufacturing site/plant/workshop for this
defect part; 供应商失效件的制造地点/工厂/车间
- ⑦

Supplier internal part No.
供应商内部料号
- ⑧

Supplier internal claim tracking number;
供应商内部抱怨追溯编号
- ⑨

Type of machine, e.g. injection molding/stamping/die-casting, etc.
机器类型，如：注塑/冲压/压铸等。
- ⑩

Equipment number which defect part manufactured;
失效件使用的设备编号
- ⑪

Devices number, e.g. tool number, fixture number which
dedicated for this part;
工装编号，如：模具号，辅具号；
- ⑫

The name of supplier which cavity or fixture be affected by this
complaint .
哪个模具或工装的穴号

D2 — Problem Description

D2 — 问题描述



Task 任务

Collect Information, data, facts and figures

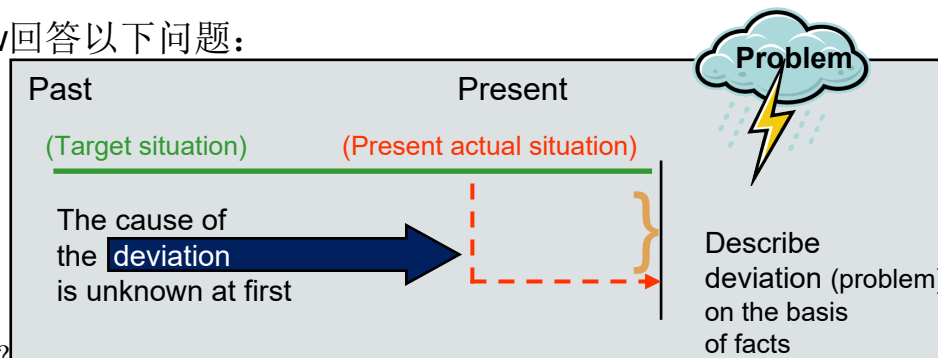
收集信息，数据，证据和图片

Describe the problem (defect/deviation) as accurately as possible giving quantitative details 描述问题（不良/偏差）尽可能准确量化描述问题（不良/偏差）

Answer the questions below 回答以下问题：

Action 行动

Who? 谁?
What? 什么?
When? 何时?
Where? 哪里?
Why? 为什么?
How? 如何?
How often? 多久一次?



- All problem solving team members must have a clear and fact based understanding of the problem 所有问题解决小组成员务必清楚并以事实为依据开展活动。

Target 目标

Precise **problem** description

准确的问题描述

D2 — Problem Description

D2 — 问题描述

2.0	Problem description HELLA / HELLA 问题描述: ① ...
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Same as the description on Hella's Quality Notification letter. 与Hella的投诉内容一致。

Dear Sir or Madam,

The following defects were to be found with the material delivered by you:

1	Qty. tested 0,000 PC	No. of defects 200,000 PC
	Place of failure	Production Assembly soldering
	Feature	transparency is too low ①
	Complaint	

2.1	Problem description Supplier incl. exemplary photos if useful (good part / bad part) / ② 供应商问题描述, 包含样品照片 (好产品 / 失效产品) ... 4W1H what: defects description什么 : 不良描述 When: claim date何时 : 投诉日期 Where: warehouse, production line 哪里 : 仓库, 生产线等 Who: Hella Incoming, production, or others 谁发现 : Hella来料, 生产或其他部门 how many: defects quantity found多少 : 已发现不良数量
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② Use Supplier internal language to describe what defects happen. Which characteristic can't meet Hella drawing/requirement. OK/NOK parts shown. 使用供应商自己的语言来描述发生了什么不良。哪个特征没有满足Hella的图纸/要求。合格/不合格样品照片。

D2 — Problem Description

D2 — 问题描述

2.2	Re-occured failure / 是否重复发生? ① Yes / 是 No / 不是 ② If Yes / 如果是: Last HELLA complaint no. / Hella 上次抱怨号: ③ Last Supplier complaint no. / 上次抱怨供应商的追溯号:
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- ① If this failure happened before, select 'Yes';如果这个失效以前发生过, 请选择‘是’
- ② If this failure 1st time happened, select 'No';如果这个失效第一次发生, 请选择‘不是’
- ③ If this is repeat issue, please fill in last Hella claim No. and last Supplier internal claim No.如果这是一个重复问题, 请填写Hella的抱怨号及上次抱怨的供应商内部号

2.3	Claimed quantity named by HELLA / HELLA 抱怨的数量: ④ Potentially affected quantity / 潜在受影响的数量: ⑤ Affected period of time / 受影响的时间段: ⑥
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Complaint No.: 100300038434 dated 13.06.2017	
Our material-No./revision level	Name
325.313-00 /	LOWER HOUSING GR VW
Your material No.	Supplier No.
	48200042
Quantity	Your delivery No.
1,344.000 PC	4912965298
Date of receipt	Material receipt/Item No.
12.06.2017	5001039781 / 0001
Order date	Order No./Item No.

- ④ Can get directly from Hella’s Quality Notification Letter: 可以从Hella的质量通知信上直接获得。
- ⑤ Potential affected Quantity include : Hella warehouse Q’ty+ On the Way Q’ty+ Supplier warehouse Q’ty. 潜在受影响的数量, 包含: Hella仓库, 在途, 供应商仓库等
- ⑥ All parts under the same production condition.同等生产条件下的所有产品



D2 — Problem Description

D2 — 问题描述

24	HELLA stock affected / HELLA 库存受影响
①	☐ Yes / 是 ☐ No / 否 Quantity / 数量: (Delivery) lot numbers / 交付批号:
②	Parts on route of transport to HELLA affected / 发运到 Hella 途中受影响的产品: ☐ Yes / 是 ☐ No / 否 Quantity / 数量: (Delivery) lot numbers / 交付批号:
③	Supplier consignment stock (if in use) affected / Lieferanten-Zwischenlager betroffen ☐ Yes / 是 ☐ No / 否 Quantity / 数量: (Delivery) lot numbers / 交付批号:
④	Supplier stock affected / Lieferanten-Produktionslager betroffen ☐ Yes / 是 ☐ No / 否 Quantity / 数量: (Delivery) lot numbers / 交付批号:
	Remark / 备注:



- ① If Hella stock affected, please select 'yes', otherwise 'no'. And fill in affected quantity and corresponding 'lot number'.
如果Hella库存受到影响, 请选择'是', 否则'不是'. 并填入影响的数量及对应的批次号。
- ② If parts on route of transportation to Hella affected, please select 'yes', otherwise 'no'. And fill in affected quantity and corresponding 'lot number'.
如果是发运到Hella的在途品, 请选择'是', 否则'不是'. 并填入影响的数量及对应的批次号。
- ③ If Supplier consignment affected, please select 'yes', otherwise 'no'. And fill in affected quantity and corresponding 'lot number'.
如果供应商委托加工受到影响, 请选择'是', 否则'不是'. 并填入影响的数量及对应的批次号。
- ④ If Supplier stock affected, please select 'yes', otherwise 'no'. And fill in affected quantity and corresponding 'lot number'.
如果供应商库存受到影响, 请选择'是', 否则'不是'. 并填入影响的数量及对应的批次号。

D3 — Containment Actions

D3 — 遏制措施



Task

Determine the most suitable containment actions

确定最合适的遏制行动

- Containment actions must be taken to safeguard the situation, in order to prevent a recurrence of the problem at the customer.
遏制行动务必执行，预防问题在客户处再次出现。

Action

- Containment actions therefore serve only as a safeguard and often bear no relation to the cause of the problem.
遏制措施只是一种保障，往往与问题产生的原因没有关系。
- Cost considerations should play little or no part in the initial response.
在最初的反应中，基本不考虑成本。
- A schedule for implementing the containment actions must be developed and the effectiveness of the measures must be assessed.
必须给出执行遏制行动的时间进度，并且评估遏制措施的有效性

Target

Instant information and support to the customer and implementation of containment actions as quickly as possible.

及时向客户提供信息和支持，并尽快实施遏制措施

- 24 hours: quick response e.g. containment actions at HELLA 1. 24小时响应遏制计划
- 48 hours: containment actions fully implemented (D3 completed and sent to HELLA)
2. 48小时内完成遏制行动

D3 — Containment Actions

D3 — 遏制措施

3.0	Containment Action: e.g. rework, sorting, stock exchange / 围堵措施: 如: 返工, 分类拣选, 库存交换, 包含不良率信息	Date (CW not accepted) / 日期(不接受周)	Responsible / 责任人	Remarks / 备注	Effectiveness in % / 有效性%
	■ ①	■ ②	■ ③	■ ④	■ ⑤
	■	■	■	■	■

- ① In order to ensure Hella restart production, supplier need carry out effective urgent action, e.g. sorting, rework, stock exchange.
为了确保Hella重新生产, 供应商需要执行有效的紧急措施, 如: 分拣, 返工, 换货等
- ② Supplier action date instead of week.
供应商的行动细化到日而不是周。
- ③ Person who is responsible for containment action.
遏制行动的负责人。
- ④ Additional comments.
备注
- ⑤ Supplier shall fill in real effectiveness from Hella feedback.
供应商务必基于Hella的反馈来填写真实的有效性。

Containment action shall include 'how to process affected stock, and 'how to ensure good parts to Hella,.

遏制行动必须包含如何处理受影响的库存及如何确保良品进入Hella。

D3 — Containment Actions

D3 — 遏制措施

3.1	Result of the executed sorting actions referring to section 3.0 / 结果来自于 3.0 执行的分类挑选措施项.			
	Location of sorting / 分拣场所 ①	Sorted pieces / 分拣的数量 ②	Defective parts / 缺陷品 ③	Ppm defect / 缺陷 PPM ④
	Total / Summe ⑤			
3.2	First delivery after implementation of containment actions / 围堵措施后的第一次交货信息:		Date / 日期: ⑦	
	Marking of this delivery / 该批交货的标识: ⑥			

Must update sorting result after sorting action

- ① Location of supplier sorting
分拣地点
- ② Total sorting quantity
总分拣数量
- ③ Total defects quantity
总不良数量
- ④ Total defects PPM
不良PPM
- ⑤ Don't forget to summarize this
汇总
- ⑥ Mark/label of this delivery for better tracking
执行遏制行动后的标示以便更好的跟踪
- ⑦ First delivery after implementation of containment actions, PS: from supplier side
执行遏制行动后的第一次交货日期

D4 — Root Cause Analysis

D4 — 根本原因分析



Task 任务

Determination of the root cause 确定根本原因

- All possible causes of the defect must be considered.
所有可能的原因都需要被考虑
- All possible causes should be determined and compared with the problem profile through systematic application of valid procedures, based on the physical, chemical and technical relationships and application of appropriate quality tools.
所有可能的原因都应该被考虑到，应系统地运用有效程序与问题概括作比较，并运用物理，化学和相关技术及合适的质量工具来分析。
- The "Why" questioning technique should be applied determining the root cause.
‘为什么’ 质疑技巧应该应用于根本原因的确定

Target 目标

Confirmation of the root cause 根本原因的确定

D4 — Root Cause Analysis

D4 — 根本原因分析

4.0	Analysis (i.e. visual inspection, 3 D measurement, X-ray, chemical analysis etc.), useful details to be added from page 5 on 分析(例如, 目视, 3D 测量, X-Ray, 化学分析等), 可以从第五页获得有用的信息 ... Detail measurement methodology and procedure should be specified here. 详细的测量方法和流程应该说明清楚。 Use appropriate measurement to measure potential characteristics for OK parts and failure parts, also show all test result for analysis. 用合适的测量方法对OK品和失效品的潜在特性进行测量, 并将测量结果用于分析。 PS: It's better that supplier provide specification or drawing for potential characteristics. 对于潜在特性, 供应商最好能提供规格和图纸。		
4.1	Using 5 Why is <u>mandatory</u>, other Q-Tool (i.e. Ishikawa, FTA 5 M Method) can be added on the last page of the format / 务必使用“5个为什么”分析真因, 其他质量工具的分析资料(像鱼骨图, 故障树分析法, 5M)可以放在最后一页的附加资料中		
	Analysis of failure occurrence / 失效发生的分析	Analysis of non- detection / 失效没有探测出来的分析	Analysis of the system (management root cause) / 系统分析(管理系统上的根本原因)
Why? 为什么? Because! 因为!			

1.10 working days: Root Cause Analysis
 10个工作日完成根本原因分析和永久措施

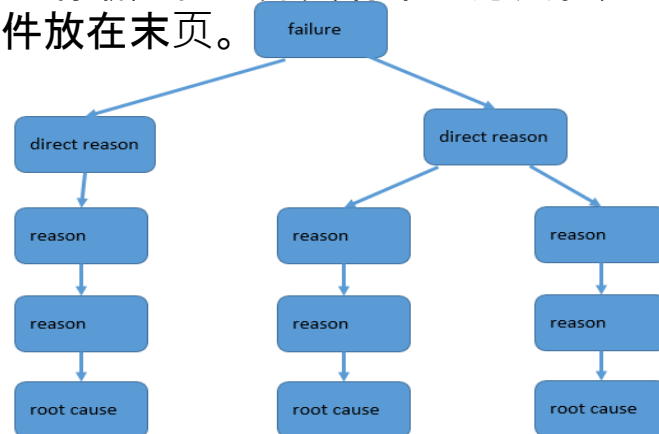
analysis for occurrence, non-detection, system are mandatory
发生度/未探测/系统的分析是必须的。

D4 — Root Cause Analysis

D4 — 根本原因分析



- Appropriate quality tool to investigate all potential root cause, e.g. Fishbone, Failure Tree. It will help us to find all root cause. 运用合适的质量工具调查所有潜在的根本原因, 如: 鱼骨图, 失效树等。有利于找到根本原因。
- All root cause shall be analyzed with 5why. 所有的根本原因必须使用‘5个为什么’分析。
- The analysis procedure should be clear & reasonable and in system methodology. Recommend to attach detail analysis report in the last page.
- 分析流程须清晰, 合理并具有系统方法。建议将分析附件放在末页。



D4 — Root Cause Analysis

D4 — 根本原因分析

4.1	Using 5 Why is <u>mandatory</u> , other Q-Tool (i.e. Ishikawa, FTA 5 M Method) can be added on the last page of the format / 务必使用“5个为什么”分析真因，其他质量工具的分析资料（像鱼骨图，故障树分析法，5M）可以放在最后一页的附加资料中			
		Analysis of failure occurrence / 失效发生的分析	Analysis of non- detection / 失效没有探测出来的分析	Analysis of the system (management root cause) / 系统分析(管理系统上的根本原因)
Why?为什么? Because!因为!		1. Why did our manufacturing process not prevent the incident? 为什么我们的制造过程没能预防此事故的发生?	1. Why did our quality process not detect the incident? 为什么我们的质量过程没有探测出这个质量事故	Why did quality planning process not predict this defects? 为什么质量策划流程没有预测到这种不良
Why?为什么? Because!因为!		2. Repeat asking "Why" until you found the root cause (basic incidence), which is feasible to be controlled, e.g. 'operation WI', weakness design, supplier management, etc.	2. Repeat asking "Why" until you found the root cause (basic incidence), which is feasible to be controlled, e.g. 'inspection WI', different requirement between xxx with customer or supplier, etc.	For example, no lessons learned, different requirement between xxx with customer or supplier, Poke Yoka, etc
Why?为什么? Because!因为!		不断重复问'为什么'直到找到根本原因（基础事故），通常是可行受控的，如：'作业指导书'，劣势设计，供应商管理等	不断重复问'为什么'直到找到根本原因（基础事故），通常是可行受控的，如：'检验作业指导书'，与客户和供应商间存在不同的要求	例如：无经验教训，与客户或供应商有不同的要求，防错防呆等
Why?为什么? Because!因为!				

The 5 Whys is a question-asking technique used to explore the cause-and-effect relationships underlying a particular problem. The primary goal of the technique is to determine the root cause of a defect or problem.

‘5个为什么’是一种提问技巧，用来探究特定问题背后的因果关系。它的主要目标是确定缺陷或问题的根源。

D4 — Root Cause Analysis – example 1

Put a example with possible root causes analysis and verification, and 5 why analysis.
 连同可能的原因分析及其验证， 并使用“5个为什么”列举案例

Problem description: HELLA complaint Lower Housing can not be welded properly and burnt on the top surface. Defect rate around 6%. Transmission rate of Lower Housing is less than 18% (Spec:min.18%).
 Hella 投诉下盖不能很好的焊接并在表面有灼伤。不良率约6%。透光率低于18%。

4.1 Using 5 Why is mandatory, other Q-Tool (i.e. Ishikawa, FTA 5 M Method) can be added on the last page of the format /Die 5 Why Methode ist zwingend anzuwenden, andere Q- Werkzeuge (i.B. Ishikawa, FTA, 5-M-Methode) können auf der letzten Seite eingefügt werden.

	Analysis of failure occurrence Analyse des Fehlerauftretens	Analysis of non- detection Analyse der Nicht- Entdeckung	Analysis of the system (management root cause) /Analyse des Systems (Organi-satorische Grundursache)
Why? Because!	1. Why transmission rate failed? Because transmission rate less than 18% cause laser welding energy focus on the welding surface 为什么焊接不良， 下盖灼伤（透光率） 因为透光率低于 18%	1. Why transmission failure flow out to HELLA? Because transmission rate was not detected in XXX supplier (in-process, out-going...)为什么透光不良的产品会流到 Hella？ 因为透光率在供应商处没有纳入制程及出货管控。	1. Why transmission rate failure allowed in system? Because XXX supplier didn't know transmission rate is an important character for HELLA process为什么系统上允许透光率失效发生？ 因为供应商不知道对于 Hella 的制程这是一个重要的指标
Why? Because!	2. Why transmission rate less than 18%? Because raw material MVR index is lower than before (from 118 to 90)为什么透光率没有满足要求低于 18%？ 因为原料的 MVR 低于以前（统计得出历史最低值 118, 此批 90）	2. Why transmission rate not detected in XXX supplier? Because there is no requirement in inspection WI to define transmission rate check为什么产品透光率没有管控？ 因为在检验 WI 中没有要求。	2. Why XXX supplier didn't know transmission rate is an important character for HELLA process? Because there is no risk analysis for transmission rate failure during development phase为什么.....？ 因为没有在开发阶段进行此方面的风险分析。
Why? Because!	3. Why raw material MVR index is lower than before ? Because there is no control on MVR in supplier both in supplier and XXX supplier side.为什么原材料的 MVR 较之前有明显降低？ 因此此指标在原材料供应商及制造商处均没有纳入管理而允许使用		3. Why is there no risk analysis for transmission rate failure during development phase? Because there is no lessons learnt on laser welding process of injection parts为什么没有进行风险分析在开发阶段？ 因为供应商没有具备焊接功能的产品制造经验。



Occurrence Root Cause: 5M1E checked with fishbone by supplier, only MVR of raw material has variation.
 DOE was carried out to prove that MVR is a real factor/root cause.

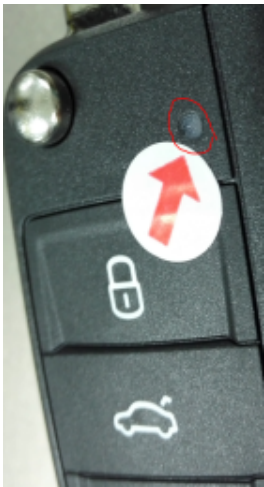
发生的根本原因： 使用鱼骨图进行5M1E确认检查， 只有原材料的MVR有变异。用DOE证明MVR是真正的根本原因。

D4 — Root Cause Analysis – example 2

Put a example with possible root causes analysis and verification, and 5 why analysis.
连同可能的原因分析及其验证，并使用“5个为什么”列举案例

Problem description: HELLA complaint there is a dent on the LED hole surface as right picture show.
Defect rate is around 1%. Hella 投诉在LED孔上有凹点如下右图所示。不良率约1%。

4.1	Using 5 Why is <u>mandatory</u> , other Q-Tool (i.e. Ishikawa, FTA 5 M Method) can be added on the last page of the format /Die 5 Why Methode ist <u>zwingend</u> anzuwenden, andere Q- Werkzeuge (i.B. Ishikawa, FTA, 5-M-Methode) können auf der letzten Seite eingefügt werden.		
	Analysis of failure occurrence Analyse des Fehlerauftretens	Analysis of non- detection Analyse der Nicht- Entdeckung	Analysis of the system (management root cause) /Analyse des Systems (Organisatorische Grundsache)
Why? Because!	Why: there is dent on the LED hole surface? Because: 2nd short shot on the LED hole surface. 为什么 LED 孔表面会有凹坑? 因为二射缺胶所致	Why: The dent escape from supplier side? Because: Thi defect is not detected during 100% apperance insection process. 为什么这种凹坑不良会从供应商处逃出? 因为在 100%外观 检查的时候没有被发现。	Why : This dent issue not controlled well in plant? Because: We didn't have sufficient risk assessment in advanced quality planning process. 为什么此凹坑外观问题没有很好的得到控制? 因为在前期质量策划的时候没有充分的评估。
Why? Because!	Why: 2nd shot material short shot on the LED hole surface? Because: TPU material powder stick on the tooling surface(TPU fragement happen at parting line. It can't be avoidable and prevent in industrial.为什么.....? 因为 TPU 碎料颗粒粘附在模具表面所致 (这个在行业中不可避免且无法预防)	Why : This defect is not detected during 100% apperance insection process. Because: This Defect is not easy to find by naked visual inspection. 为什么此不良在 100%的外观 检查中没有被发现? 因为通过目视是不容易被发现的	Why : We didn't have sufficient risk assessment in advanced quality planning process. Because: Company didn't have TPU manufacturing experience. 为什么在前期质量策划的时候没有充分的评估? 因为公司没有 TPU 制造方面的经验。
Why? Because!	Why: Material powder stick on tooling surface? Because: No one clean the tooling surface termly during production. 为什么碎料颗粒会粘附在模具表面? 因为在生产时没有人定期清理模具	Why : This defect is not easy to find by naked visual inspection? Because: The dent is very small/less tha 0.2mm*0.2mm size. 为什么这种不良是不容易肉眼发现的? 因为这个不良大小很小只有 0.2mm*0.2mm	Why: Company didn't have TPU manufacturing experience. Because: This is the first TPU application in 2K process. 为什么公司没有 TPU 制造方面的经验?因为公司第一次在双色成型工艺上使用 TPU 材料。
Why? Because!	Why: No one clean the tooling surface termly during production. Because: No W1 too define how and when to clean the mold surface. 为什么.....? 因为操作职业指导书并没有定义如何及何时清理模具。		



Occurrence Root Cause: 5M1E checked with fishbone by supplier, no process change happened. However, no action for tooling surface cleaning (Comment: TPU fragment happen at parting line and it's unavoidable.)
发生的根本原因：使用鱼骨图对5M1E进行确认检查，过程没有发生变化。然而，没有对模具表面进行清理(备注：TPU 碎屑发生在分型线，这是不可避免的)

D4 — Root Cause Analysis

D4 — 根本原因分析

4.3	Risk analysis / 风险分析.				
①	Occurance rate of the suspected quantity incl. identification of suspected parts and calculation of the failurerate / 可疑数量的发生率, 包括可疑产品的识别和不良率的计算:				
②	Early failure CLR / 0-Km 早期失效	Yes / 是	No / 否	Unknown / 不清楚	ppm
③	Failure over lifetime / Ausfall über Lebensdauer:	Yes / 是	No / 否	Unknown / 不清楚	ppm

- ① Total sorting quantity, and total defects parts quantity and calculate PPM value.

用总分拣数量和总不良品数量计算PPM值

Total defect parts of lifetime
截至目前总不良品数量

Total produced parts of lifetime
截至目前总生产数量

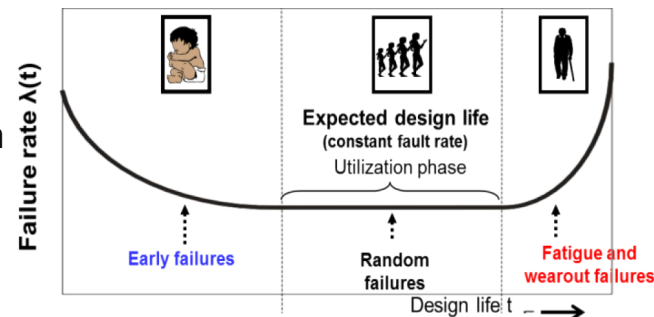
$\times 10^6$

Show mark/labeling to highlight the suspect parts.

对于可疑品需要特殊标识

- ② The problem is easy to find and identify, short period failure. If yes, please calculate PPM and fill in. 如果是容易发现和识别的短期失效, 请计算PPM。

- ③ The problem is difficult to find or never found but was existing, long period failure. Even from the SOP to now. If yes, please calculate PPM and fill in. 此类问题发现相对比较困难或之前一直没有发现, 但是是存在的, 甚至从SOP到现在长期失效。如果是此类, 请计算PPM。



D4 — Root Cause Analysis

D4 — 根本原因分析

4.4	Risk Reduction / 风险降低	
	Could this failure mode occur at other HELLA locations? / 该缺陷是否会发生在 Hella 其它的工厂? ☐ Yes / 是 ☐ No / 否	
	If yes, at which HELLA locations? / 如果是, 是海拉的那个工厂 ☐	Who was informed? / 谁被通知到了 ☐
	If yes, are the actions of section 3.0 and 5.0 implemented at other location, too? / 如果是, 3.0 和 5.0 的措施也在 Hella 该工厂落实了吗? ☐ Yes / 是 ☐ No / 否	
	Could this failure mode occur at other products / processes / Supplier locations? / 该缺陷是否会发生在 Hella 其它的产品/工序/供应商处? ☐ Yes / 是 ☐ No / 否	
	If yes, for which parts / processes at Supplier locations? / 如果是, 是哪个产品/工序在供应商处受影响?: ☐	If yes, who was informed? / 如果是, 谁被通知到了?: ☐
If yes, are the actions of section 3.0 and 5.0 implemented for that, too? 如果是, 3.0 和 5.0 的措施落实了吗? ☐ Yes / 是 ☐ No / 否		

The easiest lesson learned is spreading the experience to other similar products and processes.
最简单的经验教训是将经验传播到其他类似的产品和过程中。

**Read across is a good approach to gain lessons learned.
Don,t neglect this process.**
水平展开是获得经验教训比较好的方法。不要忽视它。

D5 – Corrective Actions and Tracking of Effectiveness

D5 – 纠正措施及效果跟踪



Task 任务

Confirm "optimum" corrective actions

确定最佳纠正措施

- All measures that can solve and ultimately eliminate the problem must be compiled.

所有的措施能解决并最终消除问题。

- The effectiveness of the measures must be verified and side-effects must be assessed.

措施的有效性必须得到验证并且副作用也得评估

- "Optimum" corrective action must be determined and confirmed.

最佳纠正措施必须确定下来并得到确认。

- Action plan with introduction timing and responsibilities must be determined and released.

带有时间节点的行动计划和责任人必须确定并发布出来。

Action 行动

Approval and application of the corrective measures

纠正措施得到批准及应用

Target 目标

D5 – Corrective Actions and Tracking of Effectiveness

D5 – 纠正措施及效果跟踪

5.0	Mid- / Long term measure to prevent further occurrence / 中期/长期措施—真因再发防止措施	Date (CW not accepted) / 日期 (不接受周)	Responsible / 责任人	Remarks / 备注	Effectiveness in % / 有效性 (%)
	①	②	③	④	⑤

① Corrective actions must be provided and all of them could prevent the issue from happening in the future. 纠正措施必须提供且能预防此问题的再次发生

② Supplier action date instead of week.
供应商行动日期而不是周

③ Person who is responsible for containment action.
遏制行动的负责人

④ Additional comments. 备注

⑤ Supplier must confirm if countermeasure is carried out and effective. 供应商必须确认措施是否执行且有效

1. Long term measures should link to D4 root causes
长期措施应与D4衔接
2. 20 working days: effectiveness for permanent corrective action checked and recurrence prevented
20个工作日完成永久对策有效性验证

D5 – Corrective Actions and Tracking of Effectiveness

D5 – 纠正措施及效果跟踪

5.3	First delivery after implementation of corrective actions / 执行改进措施后的第一批次交货:	Date / 日期:	①
	First delivery after implementation of detective actions / 新的探测方法执行后的第一次交货:	Date / 日期:	②
	Marking of this delivery / 交货的标识: ③		

- ① Please fill in the date after corrective action taken for occurrence.
请填写执行改进措施后的第一批交货的日期。
- ② Please fill in the date after corrective action taken for detect.
请填写新的探测方法执行后的第一次交货的日期。
- ③ Please also attach the picture of the marking of the first delivery.
请附上交货的标识或图片

D5 – Corrective Actions and Tracking of Effectiveness

D5 – 纠正措施及效果跟踪

5.4	FMEA updated / FMEA 已经更新?: ☐ Yes / 是 ☐ No / 否		
	If not, why not / 如果没有, 为什么没有?		
	Failure already registered in the FMEA before? / 失效已经登录到之前的 FMEA 中?: ☐ Yes / 是 ☐ No / 否		
	先前的 FMEA		
	Severity / 严重度:	Occurrence / 法深度:	Detection / 探测度: RPN / RPN 值:
	修订后的 FMEA		
	Severity / 严重度:	Occurrence / 发生度:	Detection / 探测度: RPN / RPZ:

“Why was the failure not detected by yourself” links to “Detection” in FMEA

“Why did the failure happened” link to “Occurrence” in FMEA. Attach updated FMEA here.

‘为什么失效自己没有探测出来’与FMEA中的探测度衔接。

‘为什么失效发生’与FMEA中的发生度衔接。 此处附上FMEA。

Severity only allowed to change when the design of component changes according to complaint.

严重度 只允许在零件设计变更时改变

Occurrence only allowed to change when 5.0 take relevant actions to 4.0.

发生度 只有当4.0中的质量特征在5.0中采取相应的措施后才允许改变

Detection only allowed to change when 5.1 take relevant actions to 4.1.

探测度 只有当4.1中的探测方法在5.0中采取相应的探测手段提高后才允许

D5 – Corrective Actions and Tracking of Effectiveness

D5 – 纠正措施及效果跟踪

5.5	Product- / Process documentation changed / Produkt- / Prozessdokumentation geändert?	☐ Yes / Ja	☐ No / Nein
①	Control Plan Updated / 控制计划以更新:	☐ Yes / 是 Date / 日期:	☐ No / 否 ☐ Not relevant / 不相关
	Procedures / written instructions updated / 文件/书面指导书已更新:	☐ Yes / 是 Date / 日期:	☐ No / 否 ☐ Not relevant / 不相关
	Information to other supplier factories / sub-supplier: 其他供应商工厂/子供应商信息:	☐ Yes / 是 Date / 日期:	☐ No / 否 ☐ Not relevant / 不相关
	Test concept updated / 测试方法已经更新:	☐ Yes / 是 Date / Datum:	☐ No / 否 ☐ Not relevant / 不相关
②	Test equipment capability checked after implementation of 5.0 / 在执行 5.0 后测试设备能力检查	☐ Yes / 是 Date / 日期:	☐ No / 否 ☐ Not relevant / 不相关

- ① Ensure all relevant documentations are updated on time.
确保所有相关的文件都得到及时更新。
- ② If the long term counter-measure in 5.1 related to test method or equipment changed, capability study must be re-checked.
如果5.1中的长期措施涉及到测试方法或设备变更了，检验能力必须重新确认。

D6 – Corrective Actions Effectiveness Validation

D6 – 纠正措施效果验证



Task 任务

Establish plan to introduce corrective actions
确定纠正措施计划

- As many actions as required, but as few as possible, should be implemented in accordance with D5 result.
应根据D5的结果执行并完成必要的纠正措施。

Action 行动

- Decision about the need to continue containment actions.
决定继续遏制措施的必要性。

Target 目标

- Determination of process monitoring requirements and need of documentation.
确定过程监控要求及文件需要。

Implementation of the corrective actions
纠正措施执行

D6 – Corrective Actions Effectiveness Validation

D6 – 纠正措施效果验证

6.0	Planned date of effectiveness check / 有效性验证的计划日期 ①
	Validation method of effectiveness check (i.e. capability study, temporary 100% check, etc.) / 有效性检查的验证(例如, 产能研究, 临时 100%检查, 等): ②
	Effective / Wirksam: ☐ Yes / 是 ☐ No / 否 Date / 日期:
	Evidences required and to be added from page 5 on / 证据是要求的并且请放在第 5 页: ③

- ① Verify all effectiveness for both occurrence root cause and outflow root cause and fill in related date.
验证发生源和流出源的纠正措施的有效性并填写验证日期。
- ② How to check the effectiveness should be specified. At least should be more strict than normal check method.
如何检查有效性应该被详细说明。至少应该比正常方法严格。
- ③

Attach 'Hella full run report' or SPC report, or other verification report.
附上'Hella 全速运行报告'或SPC,或其他验证报告。

**Without this verification, this 8D report will not be closed by Hella.
Please attach all evidence in the last page of format.**

如果没有验证, 这个8D是无法关闭的。请在最后一页附上所有的证明资料。

D7 – Prevention of Recurrence of the non-Conformity

D7 – 异常再发生的预防



Task 任务

Formulate measures to improve and safeguard processes
制定改善和保障流程的措施

- Process-related evaluation and analysis is key.
过程相关的评估和分析是关键
- Identical and similar products and processes are in focus.
相同和类似的产品及过程是需要高度重视的

Action 行动

- Application of the "3 x 5 Why" questioning technique:
“3 x 5为什么”质疑技术的应用：

Why was the problem ...为什么问题...

- ... not predicted by the product planning/engineering process?
... 没有在前产品品质策划/工程过程预见到？
- ... not prevented by the production/manufacturing process?
... 没有在生产/制造过程中预防成功？
- ... not protected by the quality assurance process?
... 没有受到质量过程的保护？

- Knowledge gained is used to improve processes.

所获得的知识用于改善过程

Target 目标

Release and application of corrective actions for system and process improvement
对系统和过程改进措施的批准和应用

D7 — Prevention of Recurrence of the non-Conformity

D7 – 异常再发生的预防

7.0	Final judgement 最终判定: ☐ ①
②	Claim is accepted / 接受抱怨 Quantity of accepted faulty parts / 可接受的失效件的数量: ③
④	Claim is not accepted / 抱怨不能接受

Whatever for final judgement, supplier must finish D4. 不管最终判定结果如何, 供应商都必须完成D4

- ① Fill in date of supplier final judgement for below information.
供应商根据以下最终判定结果填写
- ② If it is a supplier responsible issue, supplier need to select 'claim is accepted'.
如果是供应商的责任, 请选择'抱怨接受'
- ③ If this issue is supplier responsible, please provide all failure part quantity after sorting/rework for Hella stock.
如果是供应商的责任, 请提供对Hella库存分拣/重工后的失效件的数量
- ④ If this issue is not supplier responsible and get Hella agreement, supplier can select "claim is not accepted".
如果这不是供应商的责任, 在得到Hella同意后可以勾选'抱怨不接受'

D7 — Prevention of Recurrence of the non-Conformity

D7 – 异常再发生的预防

7.0	FMEA updated / FMEA Update durchgeführt? ☐ Yes / Ja ☐ No / Nein If not, why not / Wenn nein, warum? ①															
②	Failure already registered in the FMEA before? / Existierte ein FMEA-Eintrag zu diesem Fehlerbild? ☐ Yes / Ja ☐ No / Nein Previous FMEA Severity / Bedeutung: Occurrence / Auftreten: Detection / Entdeckung: Action Priority (H/M/L) / Aktionspr.: Revised FMEA Severity / Bedeutung: Occurrence / Auftreten: Detection / Entdeckung: Action Priority (H/M/L) / Aktionspr.:															
③	Product- / Process documentation changed / Produkt- / Prozessdokumentation geändert? <table border="0"> <tr> <td data-bbox="183 721 956 806"> Control Plan Updated / Produktlenkungsplan überarbeitet: </td> <td data-bbox="956 721 1188 806"> ☐ Yes / Ja Date / Datum: </td> <td data-bbox="1188 721 1400 806"> ☐ No / Nein ☐ Not relevant / nicht relevant </td> </tr> <tr> <td data-bbox="183 835 956 921"> Procedures / written instructions updated / Arbeitsanweisungen / Arbeitsbeschreibungen überarbeitet: </td> <td data-bbox="956 835 1188 921"> ☐ Yes / Ja Date / Datum: </td> <td data-bbox="1188 835 1400 921"> ☐ No / Nein ☐ Not relevant / nicht relevant </td> </tr> <tr> <td data-bbox="183 949 956 1035"> Information to other supplier factories / sub-supplier: Information an andere eigene Werke / Unterlieferanten: </td> <td data-bbox="956 949 1188 1035"> ☐ Yes / Ja Date / Datum: </td> <td data-bbox="1188 949 1400 1035"> ☐ No / Nein ☐ Not relevant / nicht relevant </td> </tr> <tr> <td data-bbox="183 1063 956 1149"> Test concept updated / Prüfkonzept überarbeitet: </td> <td data-bbox="956 1063 1188 1149"> ☐ Yes / Ja Date / Datum: </td> <td data-bbox="1188 1063 1400 1149"> ☐ No / Nein ☐ Not relevant / nicht relevant </td> </tr> <tr> <td data-bbox="183 1178 956 1263"> Test equipment capability checked / Prüfmittelfähigkeit geprüft: </td> <td data-bbox="956 1178 1188 1263"> ☐ Yes / Ja Date / Datum: </td> <td data-bbox="1188 1178 1400 1263"> ☐ No / Nein ☐ Not relevant / nicht relevant </td> </tr> </table>	Control Plan Updated / Produktlenkungsplan überarbeitet:	☐ Yes / Ja Date / Datum:	☐ No / Nein ☐ Not relevant / nicht relevant	Procedures / written instructions updated / Arbeitsanweisungen / Arbeitsbeschreibungen überarbeitet:	☐ Yes / Ja Date / Datum:	☐ No / Nein ☐ Not relevant / nicht relevant	Information to other supplier factories / sub-supplier: Information an andere eigene Werke / Unterlieferanten:	☐ Yes / Ja Date / Datum:	☐ No / Nein ☐ Not relevant / nicht relevant	Test concept updated / Prüfkonzept überarbeitet:	☐ Yes / Ja Date / Datum:	☐ No / Nein ☐ Not relevant / nicht relevant	Test equipment capability checked / Prüfmittelfähigkeit geprüft:	☐ Yes / Ja Date / Datum:	☐ No / Nein ☐ Not relevant / nicht relevant
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D7 – 异常再发生的预防

- ① Please fill in 'yes' if FMEA updated. If FMEA not updated, please fill in 'not' and explain the reason after 'if not, why not'.
如果PFMEA已经更新，请填写“是”，如果没有更新，请填写“没”并在“如果没有，为什么”之后解释原因
- ② Failure already registered in the FMEA before? If yes, please select 'yes', otherwise, select 'No'. 之前失效已经登记在FMEA里。如果是，请选“是”，否则，“不是”。
Previous FMEA 旧版FMEA:
If failure already registered in FMEA before, please fill in relevant data. If not, unnecessary.
如果失效已经在之前老板的FMEA里，请填写相关内容。否则，无需填写。
Severity: 严重度, Occurrence: 发生度, action priority: 行动优先级 (H: 高/M: 中/L: 低)
Revised FMEA 修正版FMEA:
If FMEA has been updated, please fill in relevant data.
如果FMEA已更新，请填写相关内容。
Severity: 严重度, Occurrence: 发生度, action priority: 行动优先级 (H: 高/M: 中/L: 低)
- ③ Product/Process documentation changed, please fill in relevant data.
产品或过程文件已更版，请正确填写相关信息。
Control Plan updated, procedure/written instructions updated, information to other supplier factories/sub-supplier, test concept updated, test equipment capability checked
控制计划已更新，作业指导书，已通知供应商兄弟工厂/分供方，检测方案，检测设备能力已确认

D8 – Final meeting

D8 – 末次会议



Task

Final meeting of the 8-D team 8D团队的末次会议

- During the concluding discussion, the problem solving team conducts a critical evaluation of all 8-D steps and actions.
在总结讨论时，问题解决小组对所有8D步骤和行动展开严格的评估。
- The 8-D report is officially closed. 8D 报告被正式关闭。
- Combined efforts by the team are acknowledged by supervisors and praised accordingly.
团队的共同努力得到了主管的认可，并得到了相应的表扬。
- The customer is informed of the conclusion and sent the 8-D report, signed by those responsible.
客户被告知结论，并将责任人签署的8-D报告发送给客户。
- The completed 8-D report is archived. 完成的8-D报告存档。

Action

Target

Final conclusion of 8-D activities related to this problem

与此问题相关的8-D活动的最终结论

D7 — Prevention of Recurrence of the non-Conformity

D7 – 异常再发生的预防

8.0	Final judgement / Abschließende Beurteilung: ☐ 1 ☐ 2 ☐ Claim is accepted / Reklamation anerkannt Quantity of accepted faulty parts / anerkannte Fehlermenge: ☐ Claim is not accepted / Reklamation ist nicht anerkannt
8.1	8D-Report finished / 8D-Report abgeschlossen: Name - date / Name - Datum: 3 Congratulations: Thank you to the 8D team for the successful closure of the claim / Danksagung: Vielen Dank an das 8D-Team für die gemeinsame erfolgreiche Bearbeitung der Reklamation.
Remarks / Bemerkungen: ...	
Attachment: Use next page(s) for attachments instead of using separate files / Anhang: Nutzen Sie die nächste(n) Seite(n) für Anlagen anstatt der Verwendung separater Dateien	

- ① If the final judgement is clear, please fill in 'yes', otherwise 'no'.
如果最终判定已清楚，请填写“是”，否则填写“否”
- ② If it is a supplier responsible issue, supplier need to select 'claim is accepted'. If not, and get Hella agreement, supplier can select "claim is not accepted".
如果是供应商的责任，请选择‘抱怨接受’。如果这不是供应商的责任，在得到Hella同意后
可以勾选‘抱怨不接受’
If this issue is supplier responsible, please provide all failure part quantity after sorting/rework
for Hella stock in 'Quantity of accepted faulty parts'.
如果是供应商的责任，请在“接受失效件数量栏”提供Hella库存分拣/重工后的失效件的数量。
- ③ Please fill in supplier 8D responsible name and final filling date
请填写完成供应商8D责任人和最终填写日期。



Technologie mit Weitblick

- Motivation to make the 8D report
编写8D报告的动机
- How to fill out Hella 8D report
如何填写海拉8D报告
- **8D Report Evaluation**
8D报告的评估

8D Report Evaluation 8D报告评估

Why need to do evaluation? 为什么需要评估?

- Use the same criteria to assess 8D report objectively, to reflect the capability of suppliers
使用相同的标准客观地评估8D报告，以反应供应商的能力。
- Be able to clearly recognize which part of the report does not meet the requirements and make corrections accordingly.
能够清楚地认识到报告的哪一部分不满足要求，并随之作出相应的纠正。
- Suppliers can assess by themselves if 8D report meet the requirements before submit to Hella, which can improve the effectiveness of the work.
供应商在提交给Hella前可以自行评估8D报告是否符合要求，这可以提高工作的有效性
- According to the evaluation results, the interior of Hella can define the tracking plan for each case.
根据评估结果，Hella内部可以为每个案件定义跟踪计划。
- Evaluation result is one of the evidence for annual performance scoring.
评估结果是年度绩效考核的依据之一。

8D Report Evaluation 8D报告评估

How to fill out 8D quality survey? 如何填写8D质量调查?

→ Form sheet:

格式

1. Occurrence (max. 11 points)

发生频次
(最多11个点)

2. Outflow to the customer

(max. 7 points)
流出到客户端
(最多7个点)

3. Others

(max. 7 points)
其他
(最多7个点)

Page 1 (Assessment) 第一页 (评价)

8D-Report Quality Survey				
Assessor (Name and Department)		Date		
8D-Report No.		Please attach the 8D-Report on this survey!		
Builder of the 8D-Report (Name/Plant)		Please fill your result into the red boxes!		
Root cause of occurrence				
Analysis procedure: The following steps must be accomplished for a correct analysis procedure: 1. All potential root causes of a problem must be identified. 2.) The real root cause and their contribution to the failure must be proven by tests etc.		0,5	good excellent	0,5 points 0 points
Objectivity: An objective analysis requires the impartial analysis of potential root causes in the complete process chain. The real root causes must be verified by analyses which is based on figures and facts.		0,5	good excellent	0,5 points 0 points
Description: The failure, the proven root cause and the countermeasures must be described and documented so comprehensively that an involved person immediately understands the root cause and the countermeasures after reading the 8D-report.		0,5	good excellent	0,5 points 0 points
5 Why: The analysis of the root cause must go as deep as necessary until the real root cause (and not only symptoms) of the problem has been found.		0,5	good excellent	0,5 points 0 points
Countermeasures of re-occurrence				
An effective countermeasure addresses the root cause of a problem and assures that the problem does not occur again.		3,0	good excellent	3 points 1 point
Confirmation of effectiveness				
The effectiveness of a countermeasure must be proven by test and trials.		3,0	good excellent	3 points 1 point
Outflow to the customer				
Root cause in outflow to the customer				
The following steps must be accomplished for a correct analysis procedure to prevent outflow to the customer: 1. All potential root causes of a problem must be identified. 2. The real root causes and their contribution to the failure must be proven by tests etc.		2,0	good excellent	2 points 1 point
Countermeasures of outflow to the customer				
An effective countermeasure fights the root cause of a problem and assures that the problem does not occur again and prevents the outflow to the customer.		3,0	good excellent	3 points 1 point
Confirmation of effectiveness (3 points)				
The effectiveness of a countermeasure must be proven by tests and trials.		2,0	good excellent	3 points 1 point
Others				
Risk analysis possibility				
A sound risk analysis has to be done if there is a risk of further potential complaints or if other product could fail, too.		3,0	good excellent	2 points 1 point
When lessons (Final 8D-report)				
Have the lessons learned been adequately analyzed for the problems and were they documented in report?		1,5	yes no	1,5 points 0 points
Were the findings of this complaint implemented consistently in change management approach, but the problem occurs again there, too?		3,0	yes no	0,5 points 0 points
Was the problem solved in a satisfying time period from the customer's point of view?		1,5	yes no	1,5 points 0 points
Has the measurement system been analyzed, if a part complained about is being measured in an 8D report?		1,0	yes no	1,0 points 0 points
Total Points			25,0	
8D-Report Quality			100%	

continue next page...

Page 2 (Comments) 第二页 (备注)

Comments of the Assessor or Occurrence	
Root cause of occurrence	Analysis procedure
Objectivity:	
Description:	
3 Why:	
Countermeasures of re-occurrence	
Confirmation of effectiveness	
Outflow to the customer	
Root cause of outflow to the customer	
Countermeasures of outflow to the customer	
Confirmation of effectiveness (7 points)	
Others	
Risk analysis possibility	
Miscellaneous (total 80 points)	
Identify containment actions	
Change management	
Satisfying time period	
Measurement equipment	
Comments of "Quality Manager/Plant" => Feedback training / effectiveness	



If maximum number of points is not reached, please add your comments regarding deviations here!

If maximum number of points is not reached, please add your comments regarding deviations here!

如果没有达到最大评价点，
请在这里填写备注！

→ Results: 结果:

- result of assessment: maximum 25 points (100 %)

评价结果：最多25 个点（100%）

8D Report Evaluation 8D报告评估

Scorings 得分



Please take note that HELLA is internally doing an 8DR assessment, you should take influence to the score by considering the below listed questions before providing the final 8DR.
 请注意，HELLA正在内部进行8D报告评估，在提供最终的8D报告之前，您应该考虑以下列出的问题对评分的影响。

Questionnaire - 8DR assessment

Occurrence		Outflow to the customer	
Analysis procedure: The following steps must be accomplished for a correct analysis procedure: 1.) All potential root causes of a problem must be identified. 2.) The real root causes and their contribution to the failure must be proven by tests etc.	good: 0.5 points weak: 0 points	Root cause of outflow to the customer: The following steps must be accomplished for a correct analysis procedure to prevent outflow to the customer: 1. All potential root causes of a problem must be identified. 2. The real root causes and their contribution to the failure must be proven by tests etc.	good: 2 points weak: 1 points none: 0 points
	good: 0.5 points weak: 0 points		good: 2 points weak: 1 points none: 0 points
	good: 0.5 points weak: 0 points		good: 3 points weak: 1 points none: 0 points
	good: 3.5 points weak: 1.5 points none: 0 points		good: 2 points weak: 1 points none: 0 points
Countermeasures of re-occurrence		Additional questions (total 8D-report)	
Counter-measures of re-occurrence: An effective countermeasure addresses the root cause of a problem and assures that the problem does not occur again.	good: 3 points weak: 1 points none: 0 points	A: Were the interim containment actions appropriate for the problem and were they documented in detail? B: Were the findings of this complaint implemented consistently in change management process, so that other colleagues can use them, too? C: Was the problem solved in a satisfying time period from the customer's point of view? D: Has the measurement equipment been analyzed, if a part complained about is being detected as a not-OK part?	yes: 1,5 points no: 0 points
	good: 3 points weak: 1 points none: 0 points		yes: 0,5 points no: 0 points
Confirmation of Effectiveness: The effectiveness of a countermeasure must be proven by test and trials.		yes: 1,5 points no: 0 points yes: 1,5 points no: 0 points	