

SUPPLIER PERFORMANCE

Harley-Davidson expects its suppliers to deliver a quality product the first time every time.

Corrective Actions maybe issued for the following reasons:

- not meeting Harley-Davidson's quality requirements
- demonstrating poor delivery and shipping performance
- poor performance in the area of product packaging and labeling
- electronic commerce
- tooling management
- manufacturing process control.

CORRECTIVE ACTION METHODOLOGY

In order for corrective action to be successful, it needs to be planned adequately, implemented promptly, and the results need to be reviewed after implementation to verify the action was effective.

The following is a plan that has proven to be an effective method of developing, implementing, and verifying corrective actions aimed at preventing recurrence:

Use team approach.

Establish a small group (4-5) of people with the process/product knowledge, allocated time, authority, and skill in the required technical disciplines to solve the problem and implement corrective actions. The group must have a designated champion.

Describe the Problem.

Specify the problem in quantifiable terms: who, what, when, where, why, how and how many.

Implement and Verify Interim (Containment) Actions

Define and implement containment actions to isolate the effect of the problem from the customer until corrective action is implemented. Containment needs to include product at H-D, product in-transit to H-D, finished goods at the Supplier, WIP inventory and product at the workstation. Verify effectiveness after containment has been implemented

Define and Verify the Root Cause

Ask the 5 Whys. Identify all potential causes such as material, manpower, machine, method, and/or environment that could explain why the problem occurred. Isolate and verify the root cause by testing each potential cause

against the problem description and test data. Identify alternative corrective actions to eliminate root cause.

Choose and Verify Corrective Actions

Choose on-going controls to ensure the root cause is eliminated. Test the process to confirm that the selected corrective action resolves the problem without causing undesirable side effects.

Implement Permanent Corrective Actions

Make FMEA and control plan changes as necessary and monitor the long-term effects

Prevent Recurrence

Identify other processes that will benefit from similar changes. Modify the management systems, operating systems, practices, and procedures affecting these processes to prevent similar problems.