



Action Drivers

Corrective Actions are used when suppliers do not meet Harley-Davidson requirements. Improvement Actions are used to drive process improvements prior to a failure reaching Harley-Davidson.

Corrective Actions may be issued for the following reasons:

1. not meeting Harley-Davidson's quality requirements
2. poor delivery and/or shipping performance
3. poor performance in the area of product packaging and labeling
4. electronic commerce
5. tooling management
6. manufacturing process control

Note: Safety issues, regulatory failures and holds automatically generate a corrective action request.

In order for corrective or Improvement actions 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.

CORRECTIVE ACTION METHODOLOGY

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

Containment: PROTECT THE CUSTOMER.

Implement immediate containment:

- Stop the process
- Determine the origination of problem
- Quarantine defects
- Sort material

Develop a short-term corrective action by revising the original process to either prevent defects or keep them from leaving the operation. This action must be sustained until the permanent corrective action is implemented.

Utilize Process Change Notices, Engineering Change Notices, Corrective Action plans, etc. to document containment actions.

Ensure certified parts are clearly identified to avoid inadvertent use of parts that have not been properly screened.



Determine And Verify Root Cause WHAT CAUSED THE CONDITION?

Use proven tools to aid in the root cause investigation. Some examples include:

- Cause & Effect Diagram
- 5 Why's: Continue asking "why" until the TRUE root cause is revealed.
- Brainstorming
- Process Mapping

Investigate the interaction of multiple factors to ensure true root cause has been identified. Verify this true root by turning the problem off and on.

Document steps taken to arrive at root cause as part of the Corrective Action plan.

Determine and Implement Corrective Actions WHAT IS BEING DONE TO CORRECT THE ROOT CAUSE?

Determine actions to be taken and develop a plan for implementing them.

Officially document the changes in the control plan, standard work, etc. to ensure they are permanent and controlled.

Provide training to the affected personnel.

Prevent Recurrence PREVENT FROM HAPPENING AGAIN.

Evaluate the condition to identify other processes/operations where a similar condition could occur.

Apply the corrective action in those areas, if possible. If the corrective action cannot be applied, plan & implement changes to prevent the issue from occurring in the area.

Officially document the changes in the control plan, standard work, and/or etc. to ensure they are permanent and controlled.

Provide training to the affected personnel.



Improvement Action Methodology

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

Analyze Current/Future State & Identify Gap

Information that describes the current state as it relates to the required improvement. Provide a description of the desired future state. Define gap between the current and future state.

Describe how Improvement will be Measured

Document the measures of effectiveness for the process being improved here.

Improvement Actions Implemented

Identify the improvement activities with timing. Include the objective evidence of closure for the identified activities.

Actions Implemented to Sustain Gains

Describe the required activities to ensure that the changes that were implemented in step 3 will sustain over time. Include the objective evidence of closure for the identified activities.