E_G 80% B	*Sternchen	**Process Audit** Result of the VDA 6.3 Questionnaire for Process audits Location:		Order No.: SAP-2020/2021-23 Date: 05/10/2020		Coating & Lackers Manufacturing		
No.	**Type**	**Question**		**Audit results**	**Immediate action (x)**			
P2	n.e.	☐ **Project management**	General	**Questions to be answered: 5** **Questions answered: 0 / 7**				
P3	n.e.	☐ **Planning the product and process development**	Pro-duct	**Questions to be answered: 4** **Questions answered: 0 / 5**				
	n.e.		Pro-cess	**Questions to be answered: 4** **Questions answered: 0 / 5**				
P4	n.e.	☐ **Implementation of the product and process development**	Pro-duct	**Questions to be answered: 4** **Questions answered: 0 / 6**				
	n.e.		Pro-cess	**Questions to be answered: 6** **Questions answered: 0 / 8**				
P5	80%	☑ **Supplier Management**	General	**Questions to be answered: 5** **Questions answered: 7 / 7**				
5.1		Are only approved and quality capable suppliers selected?	8	Suppilier has a Process that involves Suplier Selection, Evaluation and Release; It involves as well the Performance Monitoring; Sub-suppliers are classified acc to Delivery Performance, Quality Performance, and Commercial Competitiveness. Process defines the Selection, Evaluation and Release Criteria; It describes the Monitoring Frequency as well. **- It was found that the supplier selected for revision has not been Evaluated acc to the Process Defined (Minimum Once per Year)** Supplier has redefined the Monitoring Criteria; Due to this change, several subsuppliers have not been evaluated acc to the Official Process. **- Process has not been updated acc to the new Frequency and Criteria Defined.**				

5.2		Are the customer's requirements taken into account in the supply chain?	10	Supplier has a Process for Material Formulation , Validation and Release; Supplier performs Material Formulation acc to Customer Specific Requirements; Along the process there are different validations of the material in order to confirm that the product is produced acc to the Technical Specification. There is a floating document that follows material along the entire production chain, it is signed by the Internal Customers and Supplier in order to ensure that the material is acc to the requirements from previous process step There are additional validations from Q Dept for each produced batch on which there is official written confirmation that the material is O acc to Specs
5.3		Have target agreements for delivery performance been agreed with suppliers and implemented?	8	Suppilier has a Process that involves Performance Monitoring; Process defines the Evaluation Criteria and the Monitoring Frequency as well. Supplier is evaluated in regards Produced Volumes, On Time Delivery and Quality of Service. **- It was found that the supplier selected for revision has not been Evaluated acc to the Process Defined (Minimum Once per Year)** Supplier has redefined the Monitoring Criteria (from All Mandatory to only those with Issues already identified) **- Due to this change, several subsuppliers have not been reevaluated acc to the Original Process.** **- Process has not been updated acc to the actual estrategy defined by Supplier**
5.4	**x**	Are the necessary approvals/releases available for the outsourced products and services?	8	Subcomponents used for the Production of the Final Formulation are validated and released individually; Once available, the final Formluation is validated acc to the requirements defined. Once that the subcomponents are fully released, the quality is monitorized with the COAs from Subsuppliers in order to confirm that they are acc to the released and Specs released. **- There was no Release evidence of Subcomponents available due that they are old** **- Actual Process doesn't consider Revalidation/Re-Release frequency.**

5.5	**x**	Is the quality of the outsourced products and services ensured?	10	Once that the subcomponents are fully released, the quality is monitorized with the COAs from Subsuppliers in order to confirm that they are acc to the released and Specs released. The results from COAs are stored within SION System Additional to the previous, along the production process the Q Dept validates Formulation's requirements in order to confirm that the final product is acc to Spec		
5.6		Are incoming goods stored appropriately?	8	Material Storage considers a "Chemical Reaction Matrix" which takes into account the Risk and specific environmental requirements; Flammable material is stored in an additional WHS outside of the production plant. Material is stacked acc to Technical Data Sheet and Packaging Concept defined for the product. **- There was no evidence of the release of the Packaging Proposal for the Lacker supplied to HAM-L (released in 2013)**		
5.7		Are personnel qualified for the various tasks and are responsibilities defined?	8	Staff Personnel has complete knowledge of Process , Responsibilities and Scope of their positions. There are defined descriptions for all positions; **- Some of the Position Descriptions mismatch vs the actual responsibilities and Activities; There are specific requirements that need to be redefined acc to the actual scopes and activities**		
P6	80%	☑ **Process analysis / production** Please fill in the number of process steps in the input area (D36) as needed. 17 from 26 questions must be answered for each process step.	General	PS1: 80% (26/26),		
6.1	***84%***	***What goes into the process ? Process input***				
6.1.1		Has the project been transferred from development to serial production and is a reliable start guaranteed?				

PS1		Coatings & Lackers Manufacturing	6	Supplier has Process for Formulation Validation and Release of the new Products. After the Formula composition is defined by D&E there are performed several validation testings in order to confirm that the product achieves requirements and Specs. After internal Release, pilot batch is sent to Customer for approval together with RMI documentation for signatures. **-There was not available the approval evidence from HAM-L for the Lacker (even after three different RMI Submissions)** However, material is continuously validated acc to the available Spec in order to confirm that the product is acc to HAM-L Requirements.	
6.1.2		Are the necessary quantities / production batch sizes of incoming materials available at the agreed upon time and at the correct storage location / work-station?			
PS1		Coatings & Lackers Manufacturing	10	Supplier has a Process for Material Internal Supply; requirement starts by Production Area to Raw Material WHS, Process stablishes minimum time needed for material request; There is a document used for material delivery on which Production Area signs when they receive the material in order to confirm that the requested material was received in the quantities and at the Time needed.	
6.1.3		Are incoming materials stored appropriately and are transport facilities / packing arrangements suitable for the special characteristics of the incoming materials ?			
PS1		Coatings & Lackers Manufacturing	8	The defined areas for Raw Materials are not properly iddentified or Limited; There is no contiuous maintenance to the markings of the specific areas for "In Process" Raw Materias. The areas on which the material is located are not properly iddentified.	
6.1.4		Are the necessary identifications / records / approvals available and allocated appropriately to the incoming materials ?			
PS1		Coatings & Lackers Manufacturing	10	Materials received are approved acc to the COA received; Additional validations are performed along the complete production process; Materials are stored in WHS acc to "Material Criticallity Matrix". WHS Conditions are defined acc to Packaging Concepts; Materials are grouped acc to their classification. Flammable materials are stored in a separated and conditioned WHS outside of the plant.	
6.1.5	**x**	Are changes to the product or process made during the serial production tracked and documented?			

PS1		Coatings & Lackers Manufacturing	8	supplier has already defined a Change Management Process; It is declared as well in te Flow Diagram. Change management are reccorded in specific documents and notified to the Team by the D&E Team. When there is any production plan change the notificaton to the Team comes from Production Department. PRrocess defines that there has to be a material revalidation and RMI generation whenever there is a Formula change. **- There was no available evidence of the material revalidation when there was an acceptance criteria applied on the Lacker supplied to HAM-L**	
6.2	***80%***	***Are all production processes controlled? Process management***			
6.2.1		Are the specifications of the control plan complete and have they been effectively implemented?			
PS1		Coatings & Lackers Manufacturing	6	Supplier makes use of an overall Flow Diagram that applies for all material commodities; **This document doesn't contain the overall information considered in the Control Plan related to the Complete characteristics of the Product and the Process :** **- Production, Testing and Measurement Equipment;** **- Subcomponent and Process SCs or CCs** **- Specs and Tolerances** **- Sample Size and Validation Frequency** **- Documents used for the control and reccord of the validaton results,** **- Responsible of the activities and the validations** **- Immediate Containment & Corrective Actions (whenever the products are Out of Spec)** **- Specific controls for all the Failure Modes defined in PFMEA**	
6.2.2		Does a repeat release for the restart of production take place?			
PS1		Coatings & Lackers Manufacturing	10	Supplier process defines specific validations for products characteristics, whenever a material is considered as suspicious or NOK, production team involves Q dept and the material is isolated in order to perform additional validations and testings in order to confirm that the material is Ok. In the Meantime, a new production batch is produced in order to avoid additional delays or risks to the delivery and production plans after validation by Q dept if it is confirmed that material is Ok it still can be processed from the latest production step if the material is still Ok vs the caducity and Condition Requirements, if this happens, there is the reccord of the issue in the Float "Traveller Document"	
6.2.3	**x**	Are special characteristics managed in the production?			

PS1		Coatings & Lackers Manufacturing	6	Supplier makes use of the "Formula Recipe" and Flow Diagram in order to keep control of product and process requirements; **Neverheless, these docuents don't consider the overall information considered in the Control Plan related to the Complete characteristics of the Product and the Process.** **There are no Process and Equipment Capability Analysis (Pp/Ppk; Cp/Cpk, Cm/Cmk)** The Key Process Indicators are focused only on the targets defined in the procedures, **due to this, Production doesn't has an specific Indicator on which it is evaluated the Quality Performance (For Instance)**	
6.2.4	**x**	Are non-released and/or defective parts managed?			
PS1		Coatings & Lackers Manufacturing	8	Supplier has a process for management and disposition of NOK material; If this happens, material is segregated and then Q Dept performs additional validation and testings; While in this stage, material is on hold until final conclusion; Once it is defined if material can be reused then it is reintegrated in the production line acc to the definition of Q Dept (can be reintegrated in the same stage it was rejected or can be used in a different formulation product). **There is not a clear vision of the failure modes or deffects that can affect an specific product or commoditywhile in the production process; This information should be available whenever is needed for consulting in order to confirm: Frequency of Occurrence, Direct Impact and Influence of Target Achievements and Waste Reduction.**	
6.2.5		Is the flow of materials and parts secured against mixing / wrong items?			
PS1		Coatings & Lackers Manufacturing	10	Supplier makes use of Material delivery and Production Release Sheet along the complete production sequence; for Material delivery the Production Area signes after reception of the material in order to confirm that they received the requested material in the needed quantity; for the Production sequence, the Traveller Document flows together with the material in order to confirm that it was released and approved by the previous step. When WIP Material is delivered to the next steps both step owners sign the document in order to confir that there is an agreement of delivery and reception of the material. When there are testings and validations by the Q Dept, the obtained values are registered in this document as a part of the reccord and evidence of the approval.	
6.3	***73%***	***What functions support the process? Personnel resources***			
6.3.1	**x**	Are the employees able to fulfil their given tasks?			

PS1		Coatings & Lackers Manufacturing	8	Staff Personnel has complete knowledge of Process , Responsibilities and Scope of their positions. There are defined descriptions for all positions; **- Some of the Position Descriptions mismatch vs the actual responsibilities and Activities; There are specific requirements that need to be redefined acc to the actual scopes and activities**	
6.3.2		Do the employees know their responsibilities and authority in the monitoring of the quality of product and process quality?			
PS1		Coatings & Lackers Manufacturing	6	Supplier has defined positon descriptions; specific and overall knowledge to be covered by the process owner; There is an Skill & Abbility Matrix available by Production Coordinator that is used in order to have overall knowledge of scope of the available operative personnel. **- The Matrix presented was from 2019 and there is not available update from 2020; Is not up to date and it is not showing the complete resource and skill availability** This kind of information has to be managed and considered into an "alive" document so it can be updated and reviewed in real Time whenever it's needed; Recommended to consider this point as an option for improvement of future modules in SION	
6.3.3		Are the necessary personnel resources available?			
PS1		Coatings & Lackers Manufacturing	8	While on the review of this point it was mentioned that the HeadCount impacted the achievement of one of the KPIs of the area **There is not a heacount analysis from Production Coordinator on which is analyzed and confirmed that the actual headcount is enough in order to achieve the targets.** There is an Skill & Abbility Matrix available by Production Coordinator that is used in order to have overall knowledge of scope of the available operative personnel. **- The Matrix presented was from 2019 and there is not available update from 2020; Is not up to date and it is not showing the complete resource availability due that there has been already operative personnel changes since it was generated and released.,**	
6.4	***96%***	***What means are used to implement the process? Material resources***			
6.4.1	**x**	Can the product-specific requirements from the customer be met with the manufacturing equipment?			
PS1		Coatings & Lackers Manufacturing	10	All Production Equipments for the Lacker are able to achieve the product requirements since they only involve Vibration, Speed and Volume Capacity; They do have to achieve only these characteristics in order to achieve the process requirements. Even if there is not a Peformance indicator tracked by Production Coordinator of these equipments they are enough to cover the demand considering that they have been in use for the last 60 years..	
6.4.2		Is the maintenance of the manufacturing equipment and tools controlled?			

PS1		Coatings & Lackers Manufacturing	8	Supplier has available Maintenance personnel in order to proceed with the Corrective Actions whenever are needed; There is as well a Preventive Maintenance Plan that is tracked by Maintenance Team. There is a Critical Spare Part List; **However, acc to the feedback received, it was defined by the maintenance Team due to the process real needs but at the moment the document itself is not an official document within the QS of supplier**
6.4.3	**x**	Can the quality requirements be effectively monitored with the measurement and test facilities in use?		
PS1		Coatings & Lackers Manufacturing	10	The available facilities show that they are Ok and enough in order to proceed with the proper valdiations (WIP and Pre-FG); The measurement equipments are stored in the specific validation laboratory for Pre-FG validation and additional testings, while in production shop floor there is the Viscosity validation only
6.4.4		Are the work and inspection stations appropriate for the needs?		
PS1		Coatings & Lackers Manufacturing	10	Lay Out and Virtual Trip around the production facility shows that the areas are already defined acc to the process, Material flow is already defined, facilities are Ok acc to the specific requirements for the Lacker production.
6.4.5		Are tools, equipment and test equipment stored properly?		
PS1		Coatings & Lackers Manufacturing	10	Overall speaking there is specific WHS for Test Equipment and Maintenance Tools and Equipment as well as the Spare Parts WHS.
6.5	***70%***	***How effective is the process being carried out? Effectiveness, efficiency, waste avoidance***		
6.5.1		Are there targets set for the manufacturing process?		
PS1		Coatings & Lackers Manufacturing	8	There are targets defined and Proces Indicators on Track, however, they are only the defined in the Procedure; **- There are no additional KPIs defined in order to perform addiitional analysis for improvement. OEE (Eficiency + Utilization); Production Performance and Capacity; Machine and Process Stability Indicators (Cp, Cpk, Cm, Cmk, Pp, Ppk) are not considered as indicators.**
6.5.2		Is quality and process data collected in a way that allows analysis?		

PS1		Coatings & Lackers Manufacturing	6	There are Proces Indicators on Track, however, they are only the defined in the Procedure; There are no additional KPIs defined in order to perform addiitional analysis for improvement. **- The KPI Graph shows that there were several months on which the target (90%) was not achieved. There is no speciifc analysis for each of these months on which root cause, corrective and preventive actions or responsibles are defined in order to reduce the incidence and improve resutls.** **- The information was showed in excel file extracting information from SION Tool, it is recommended that if the tool aready has the info, then it performs the calculation and graphication of the KPIs for easy consulting on Real Time instead of waiting if the report is updated or not** **- The KPI demosntration between different departments is not aligned between them, when Production shows graphics, Q Dept shows % Tables.**	
6.5.3	**x**	In the case of deviations from product and process requirements, are the causes analysed and the corrective actions checked for effectiveness?			
PS1		Coatings & Lackers Manufacturing	8	There are Proces Indicators on Track, however, they are only the defined in the Procedure; There are no additional KPIs defined in order to perform addiitional analysis for improvement. **- The KPI Graph shows that there were several months on which the target (90%) was not achieved. There is no speciifc analysis for each of these months on which root cause, corrective and preventive actions or responsibles are defined in order to reduce the incidence and improve resutls.**	
6.5.4		Are processes and products audited regularly?			
PS1		Coatings & Lackers Manufacturing	6	There are staff meetings defined as part of the improvement process; On each meeting each domain owner comes with open points and improvement opportunities iddentified, however, after the review with the staff, these activities are sometimes reclassified and redefined as "not as critical as initially considered" then the outcome of the meeting is not really focused in to solve each one of the risk situations. - The last review meeting performed by the staff team was performed on January 2020. - There are actions	
6.6	***70%***	***What should the process produce? (process result / output)***			
6.6.1		Do the quantities / production batch sizes meet the needs and are they systematically directed to the next process step?			

PS1		Coatings & Lackers Manufacturing	6	There is a process developed for the material and product flow, there are traveller sheets along complete process sequence and overall speaking there are interphase's controls in order to avoid additional wastes. After the KPI review, it was found that there are several consecutive months on which the target was not achieved. No Root cause analysis or Action Plan was available in order to define the activities needed in order to improve the monthly performance Recommended to perform Cycle Time Analysis, LEad Time Analysis Time and Movement Analysis, Run at Rates, Process and Machine Capability Analysis; Eficiency & Utilization analysis in order to define the real root causes for wastes so the proper corrective actions, preventive and predictive controls are defined and implemented	
6.6.2		Are products / components stored in an appropriate manner and are transport facilities / packing arrangements suitable for the special characteristics of the products / components?			
PS1		Coatings & Lackers Manufacturing	8	The warehouse for FG is defined acc to the Packaging Concept defined for the specific comodity; In this case, there is the Packagign Concept in the Hella Format, - Document was submited to HAM with incomplete information on 2013; The released document was not available at supplier due that it was never returned (or requested) back to supplier (initial submission was on 2013 => They received the signed document on Oct 7th, 2020).	
6.6.3		Are the necessary records / releases retained?			
PS1		Coatings & Lackers Manufacturing	6	There is a process developed for release of the components, after the release the supplier keeps tracking the achievement of the quality requirements with the COAs from subsuppliers after the Full Release. **The Process doesn't stablishes the re-release of the materials or the requalification from customer.** **There are materials that were relased several years ago but there is not the release information, even with this condition, the process deos not considers revalidation and considers them as relaesed.** **Recommended to get all the reelase evidence of old products on which is not available and to define the revalidation the schedule.**	
6.6.4	**x**	Are customer requirements met at the delivery of the final product?			

PS1		Coatings & Lackers Manufacturing	8	The facilities were showed in a virtual visit, it is considered as Ok at the moment, it is required to perform an On site Vsit in order to redefine the values from this Audit. There was not showed a Root Cause Analysis from supplier for the latest claims received from suppliers, it was showed an 8D reporrt with Hella Format on 2019. Document was not updated properly but it was accepted on this condition by HAM		
P7	72%	☑ **Customer care / customer satisfaction / service**	General	**Questions to be answered: 4** **Questions answered: 5 / 5**		
7.1		Are all requirements related to QM-System, product and process fulfilled?	6	There are process defined, documents to use, follow up meetings and additional checks with Staff and with Managers and Directions; However, the topics are reclassified and then (probably) lost in track due that the risk is decreased. Some of the Staff meetings were not properly followed (no action plan, no LOP or Timing Plan available in order to show an structured tracking) Some products are considered as fully released but there is not available information that confirms this condition; Same goes with the Packaging concept. Process should request the mandatory submission of release from Customer.		
7.2		Is customer service guaranteed?	6	All personnel involved in the Audit knows their activities, Scope and Responsibilities, nevertheless, some Meetings, Tracking of the topics, request of approval evidence are not properly followed. Opportunity area iddentified is to assign additional human resources to the staff team in order to proceed with their training and then empower them in order to get resposibilties at same level than staff team this in order to divide the workload between them so it is possible to keep the proper track of the ongoing topics		
7.3	**x**	Is the supply of parts guaranteed?	8	Even when there is good control of SCs and there is the evidence that the staff team knows very well the activities and positions, the KPI of the deliveries shows that from a measurement analysis of 1.5 years, only on 4+ months the target was achieved. Due that there is not a proper analysis that shows the real root cause of each month problem, it is not clear if the proper actions and confrotls are already defined in order to avoid recurrence.		

7.4	**x**	If there are deviations from quality requirements or complaints, are failure analyses carried out and corrective actions implemented effectively?	8	There is claim and failure analysis, however, supplier mentions that there is not an internal 8D report that considers the same information as in the HAM-L Format. When the topic or the root cause is related to the subsuppliers, the document used is the one from Subsupplier, this will lead to missing information or mismatch of concepts when the 8D report is sent to HAM Recommendation is to "Benchmark" the Hella Format and to upadte the internal documentation so the anaysis and information received from supplier and subsuppliers meet the analysis requirements	
7.5		Are personnel qualified for their respective tasks and are responsibilities defined?	8	Staff Personnel has complete knowledge of Process , Responsibilities and Scope of their positions. There are defined descriptions for all positions; **- Some of the Position Descriptions mismatch vs the actual responsibilities and Activities; There are specific requirements that need to be redefined acc to the actual scopes and activities**	