|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **主 题** | | ★ | | | | | | | | | | | | | | | | | | |
| **供应商** | | ★ | | | | | **产品名称** | | | | ★ | | | | | **产品型号** | | | ★ | |
| **填表人** | | ★ | | | | | **填表日期** | | | | ★ | | | | | **要求回复日期** | | | ★ | |
| 1. 成立解决问题的团队（列出成员名单） | | | | | | | | | | | | | | | | | | | | |
| 部门 | 组长： | |  | | | | |  | | | |  | |  | | | |  | |  |
| 姓名 |  | |  | | | | |  | | | |  | |  | | | |  | |  |
| 1. 问题描述 | | | | | | | | | | | | | | | | | | | | |
| ★  （用量化的术语详细说明与该问题有关的内、外部顾客抱怨，如什么、地点、时间、程度、频率等） | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 检验数量 | | 不良数 | | 不良率 | | | | 问题的图片或统计图表 | | | | | | | | | | |
| ★ | | ★ | | ★ | | ★ | | | | ★ | | | | | | | | | | |
| ★ | | ★ | | ★ | | ★ | | | | ★ | | | | | | | | | | |
| ★ | | ★ | | ★ | | ★ | | | | ★ | | | | | | | | | | |
| 起草： | | | | | | | | | 审核： | | | | | | 完成日期： | | | | | |
| 1. 临时措施(24小时) | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 已出/未出厂数量 | | | 暂时补救的纠正措施 | | | | | | | | | | | | 计划完成时间 | | | 执行负责人 |
| ★ | | \*\*单\*\*件 | | | ★ | | | | | | | | | | | | ★ | | | ★ |
| ★ | | \*\*单\*\*件 | | | ★ | | | | | | | | | | | | ★ | | | ★ |
| ★ | | 在线和库存是否存在这种现象，若有，需提供具体的订单号和数量 | | | ★ | | | | | | | | | | | | ★ | | | ★ |
| 审核： | | | | | | | | | | | | | 审批： | | | | | | | |
| 1. 根本原因分析[参考5M1E（人/机器/材料/方法/环境/测量）分析法及5W2H提问法进行] | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 根本原因（可能有很多原因，但要明确根本原因，且能通过验证） | | | | | | | | | | | | | | | 责任部门 | | | 责任负责人 |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| 1. 永久性纠正措施 | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 永久性的纠正措施 | | | | | | | | | | | | | | | 计划完成时间 | | | 执行负责人 |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| 分析： | | | | | | | 审核： | | | | | | | | | 审批： | | | | |
| 1. 永久性纠正措施的完成情况（注：确认完成后需附相应证据，比如照片） | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 完成情况 | | 措施改善效果评价(附指标变化对比)或未完成原因 | | | | | | | | | | | | | 验证完成时间 | | | 验证负责人 |
| ★ | | 已完成 | | ★ | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | 未完成 | | ★ | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | 已完成 | | ★ | | | | | | | | | | | | | ★ | | | ★ |
| 审核： | | | | | | | | | | | | | 审核日期： | | | | | | | |
| 1. 预防再发生的措施（管理预防，如：设计/作业规范、产品/工艺标准、程序、设备、环境等，注：需提供资料确认） | | | | | | | | | | | | | | | | | | | | |
| 问题点 | | 预防再现措施 | | | | | | | | | | | | | | | 计划完成时间 | | | 负责人 |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| ★ | | ★ | | | | | | | | | | | | | | | ★ | | | ★ |
| 编制： | | | | | | | 审核： | | | | | | | | | 审批： | | | | |
| 1. 客户确认及评价 | | | | | | | | | | | | | | | | | | | | |
| 纠正后第一批产品：满意 不满意： | | | | | | | | | | | | | | | | | | | | |
| 纠正后第一批产品：满意 不满意： | | | | | | | | | | | | | | | | | | | | |
| 纠正后第一批产品：满意 不满意： | | | | | | | | | | | | | | | | | | | | |
| 备注 | |  | | | | | | | | | | | | | | | | | | |
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