



背景

对于所有 IATF 16949 审核,根据"获得并保持 IATF 认可的规则第五版",有三个关键步骤可确保制定稳健的考虑了绩效的审核计划:

规则 5.7.1 c) "自上次审核以来的顾客和内部绩效数据"

规则 5.7.2 审核计划"认证机构应对必需信息(见第 5.7.1 条)进行分析"

规则 5.7.2 a) "每项审核计划应确定至少有一小时在现场……用于数据验证……"

通用汽车记分卡 IATF 16949 快速参考指南明确了上述各项规则所述步骤相关的记分卡、信息和要求,作为 IATF 16949 审核的一部分。

本文件提供了相关的参考记分卡和其他绩效指标的截屏图像,目视化展示了通用汽车记分卡 IATF 16949 快速参考指南中确定的客户绩效评估指标。

通用汽车记分卡 IATF 16949 快速参考指南可访问 IATF Globaloversight 网页获取。

目录表,显示所提供的 GM Supply Power 截屏图像示例

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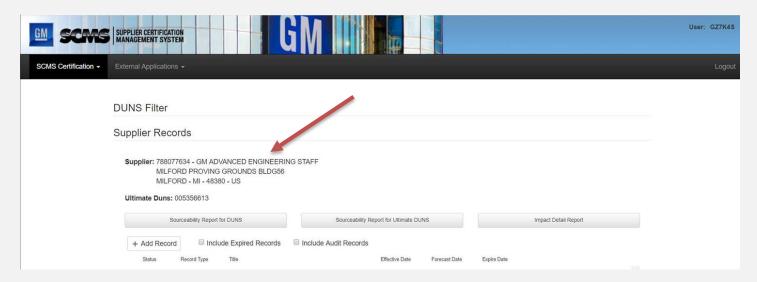
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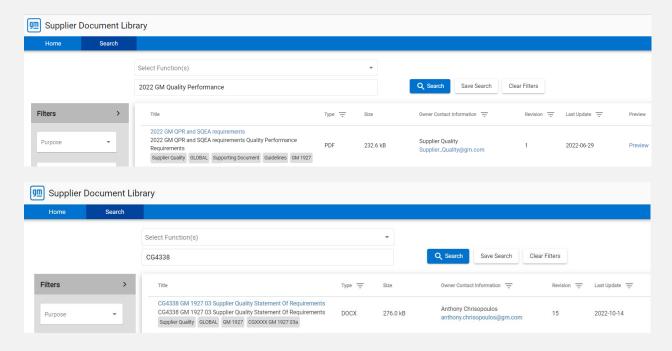


SCMS 供应商记录界面 显示有客户名称、制造邓白氏编码、城市和州,箭头标记如下。 对邓白氏(DUNS)编号的说明如下:

- Cottage DUNS(前 3 位是零"000")通常为支持场所或二级签约的分供方场所
- Ultimate DUNS 编号表示该公司的母公司或集团公司,不是制造场所
- Shipping DUNS,签约的物流仓库,从该仓库发运成品给 GM,不是制造场所
- Header DUNS,通常为用于投标和合约签署的销售办公室,不是制造场所
- 制造 DUNS 编号是产品制造现场的编号,对零件质量/物流负责
- 本示例为通用汽车的一个现场的例子



通用汽车当前质量绩效要求(QPR)的详细信息,可在 <u>GM SupplyPower</u>下的 Document Library 中查阅,包括: GM 1927 17、通用汽车质量绩效要求(QPR)和 SQEA 要求、CG 4338 GM 1927 03 供应商质量 SOR(要求声明)等。更改内容见 SupplyPower。



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详细影响报告,载明了严重度、生产中断和 SPPS 描述。同时报告中也载明了其他详细信息。

g <u>m</u>				·			Impact De	tail Report
						Mfg DUNS: 1234	456789 - Anywh	ere USA UIt DUNS: 987654321
						M	Ifg DUNS Locat	ion: 123 MAIN ST
						KE	OKUK, IA - 5263	322259 - US - GMNA
		Effective Dat	Expiration Date					
IATF 16949: (ERT	08/19/2021	08/18/2024					
PSA:								
SQEA: 2016, 2	2017							
NBH: N/A								
Issue Date	SPPS/SCMS#	Status	Direct Impact	Severity Score/Impact	Туре	Master Process Name	Primary N/C	Secondary N/C
06/11/2022		Closed	Quality - CCA	5	CCA - Shipment Quality		Packaging	Parts not packaged to specification for service
07/11/2022		Closed	GSC Rating - CCA	5	CCA - Supply Chain		Shipping	Documentation / Paperwork Discrepancies
02/11/2022		Closed	Sourceability Level	0.25	Quality			
06/11/2022		Closed	Sourceability Level	1	Quality			
11/16/2022		Analyzing	Sourceability Level	0.5	Quality			

注:

详细影响报告中"直接影响"项下列出的全部问题,不论其类型(可采购性级别、CCA、GSC-物流等),都需要制定纠正措施计划,并影响客户评级。

SPPS/SCMS#一列含 SPPS 记录编号。请注意,SCMS 供应商记录(而非 SPPS 记录)中提供了 NBH/服务中断/市场措施的详细信息。

状态栏明确了 SPPS 问题的状态,各状态的定义参见 GM 1927-17 SQ 过程和评估程序。

GM 1927-17 SQ 过程和评估程序中以矩阵形式对严重度评级作了说明。

它是过去6个月内所有问题的严重度评分的总和。在客户可采购性等级是5级时,要参考过去12个月的质量历史数据。此外,认证机构审核员应采用严重度评分确定待评审的问题的优先级。

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CS 2 通知函示例

Subject: General Motors SPPS 000 - Entry into Controlled Shipping Level 2

TO LIST: test@test.com;test@gm.com

CC LIST: test2@gm.com

Date: 31-May-2019 3:28 PM ET

Supplier Name

Title

00000000 - Supplier Name

Street Address

City, State, Country Zip code

Controlled Shipping is part of General Motors Supplier Quality Processes and Measurements Procedure and is part of the Supplier Quality Improvement Process. General Motors has determined that current controls by your organization are not sufficient to insulate GMPT-WARREN TRANSMISSION from the receipt of nonconforming parts/material produced by your facility. This letter is formal notification and confirms discussions held with Supplier Name that your facility has been placed in Controlled Shipping Level 2 for the following nonconformances:

Part Number	Part Name	SPPS #	Nonconformance
00000000	Part Name	000	Nonconformance description

Links to SPPS Application:

GM/JV Users click here Supplier Users click here

The procedures you have enacted to date have been insufficient in stopping the flow of nonconforming material to our plants. Therefore, **you must immediately:**

- 1. Implement and pay the costs of a GM-defined containment activity over and above your current process controls and containment activity. The GM-defined containment activity is in addition to the current controls and containment activity.
- 2. Clearly identify the qualified shipments. Clearly document and communicate post Corrective Action Break-Points to the Controlled Shipping Provider.
- 3. Identify the root cause of the nonconformance(s).
- 4. **Define and implement irreversible corrective action for the root cause(s) of the problem(s).** This will normally include revised FMEAs, process flow diagrams, and process control plans.
- 5. Validate effectiveness of the corrective action. Outline your plan for reviewing your controlled shipping data.
- 6. Track and report your progress by using a GM-approved report format. You must submit regular reports as specified by the GM representative monitoring this activity.
- 7. **Meet the defined exit criteria.** The parts will remain in controlled shipping until irreversible corrective actions are implemented and confirmed. Exit criteria will be established that verify the identification of the true root cause, and verify that appropriate corrective action is implemented, properly documented, and effective.
- 8. **Notify your IATF 16949 registrar of the CS2 status.** You are to notify your certification registrar, in writing, within five (5) working days when a customer places you in Controlled Shipping Level 2.

Note: Failure to comply with this process, or the inability to implement a successful action plan or containment activity, will result in the implementation of new business hold. Reference the GM Supplier Quality Processes and Measurements Procedure at GM SupplyPower for additional details concerning Controlled Shipping.

If you have any questions, contact GM Person Name, Title phone, email, who will be monitoring and defining your controlled shipping activities.

Sincerely, GM Person Name

Title

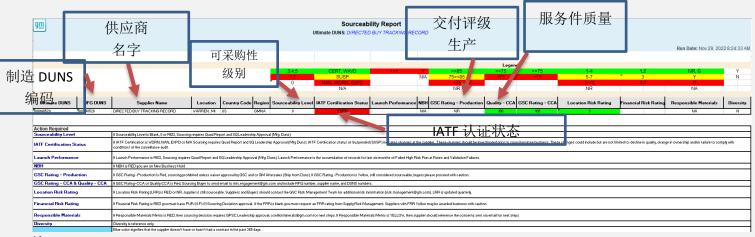
Department

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可采购性报告



注:

图例上显示了每个指标的可能评级和颜色

项目启动绩效是对 APQP 合规性的评级

NBH=新业务暂停(NBH)(此处 N/A 表示客户未处于 NBH 状态)

通用汽车的 IATF 认证状态等级包括已认证、豁免、暂停以及因各种原因而未认证

GSC 表示交付绩效(售后服务件和正常生产件,两个进行单独评级)

CCA (客户服务和售后服务)表示服务情况 - 显示质量和交付评级

可采购性报告中的任何红色评级,请转到详细影响报告,确定相关问题

可采购性报告中的其他评级未用于审核(场所和财务风险、冲突材料、多样性)

通用汽车的新供应商有一份可采购性报告,但相应的评级(可采购性级别可能为1级或0级)可能不适用

单击可采购性报告中的制造商 DUNS 编号,转至详细影响报告。

载明严重度评分和问题类型的详细影响报告。

	Impact Detail Report Mfg DUNS Location: 123456789 - TESTING - CITY, STATE, REGION							
		3	,,,					
Severity Score/Impact	Туре	Primary N/C	Secondary N/C	Major Disruption	Customer Impact			
5	CCA - Onipment Custilly	Packaging	Parts not packaged to specification for service					
2	CCA - Supply Chain	Shipping	Electronic Communication Discrepancies					
0.5	Quality				Single Occurrence	Part installed in Vehicle/Eng or Tra		
0.5	Quality				Single Occurrence	Part installed in Vehicle/Eng or Tra		
2	Quality				Repeat Occurrence	Part installed in Vehicle/Eng or Tra		
0.5	Quality				Single Occurrence	Part installed in Vehicle/Eng or Tra		
0.5	Quality				Repeat Occurrence	Incoming part. Not installed in Sub-		
2	Quality				Repeat Occurrence	Part installed in Vehicle/Eng or Tra		
0.25	Quality				Single Occurrence	Part installed in Sub-assembly or V		

严重度代表问题对通用汽车的影响,详见 GM 1927 17 SQ 过程和评估程序。

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载明整车/动力系统发运暂停(Yard Hold)的详细影响报告

Impact Detail Report

Mfg DUNS Location: 123456789 - TESTING - CITY, STATE, REGION

Customer Impact	Value Stream Impact Location
Level G.2: Critical failure	Yard hold
Level F: Repeat of Level B,D or E	Parts sorting / rework (not yet assembled)
Single Occurrence	Part installed in Sub-assembly or Vehicle/Eng or Trans. Sub-assembly or Vehicle/Eng or Trans repaired before
Repeat Occurrence	Part installed in Sub-assembly or Vehicle/Eng or Trans. Sub-assembly or Vehicle/Eng or Trans repaired before
Multiple Occurrence	Part installed in Sub-assembly or Vehicle/Eng or Trans. Sub-assembly or Vehicle/Eng or Trans repaired before

载明市场措施的详细影响报告

Impact Detail Report

Mfg DUNS Location: 123456789 - TESTING - CITY, STATE, REGION

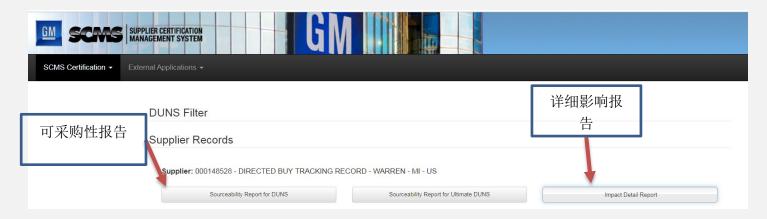
Issue Date	SPPS/SCMS#	Status	Direct Impact	Severity Score/Impact	Туре	Process	Primary N/C	Secondary N/C	Major Disruption
06/22/2020	312894	Issued	GSC Rating - CCA	2	CCA - Supply Chain				
07/01/2022	313960	Expired	Sourceability Level	15	Field Action				Field Action
08/18/2022	318522	Expired	Sourceability Level	16	Field Action				Field Action
08/19/2022	318607	Issued	Launch Performance	1	DVPV-High Risk				
09/21/2020	321911	Closed	Sourceability Level	5	Quality				Yard hold, resulting in an increase in the customer's yard and or the customer's shipping yard float by 40 products or more (Vehicle/Powertrain/Components) for a single issue.
11/09/2022	326849	Planning	Sourceability Level	0.5	Quality				
07/28/2022	316250	Planning	Quality - CCA	5	CCA - Part Quality		Quality	Assembly Discrepancies	

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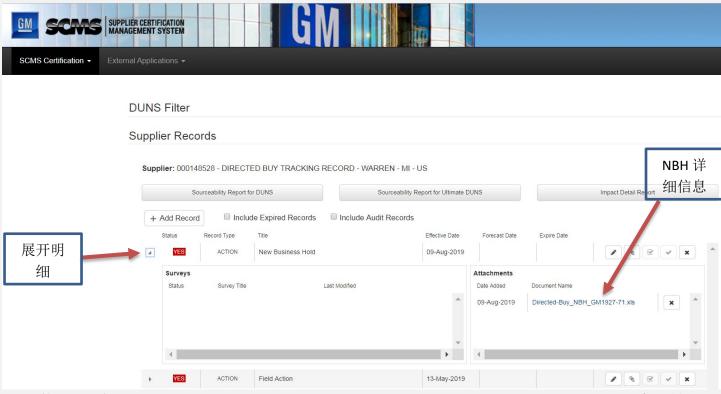
如何访问可采购性报告和详细影响报告



详细影响报告的结构



NBH 状态以及市场措施的详情可参见 SCMS 供应商记录界面



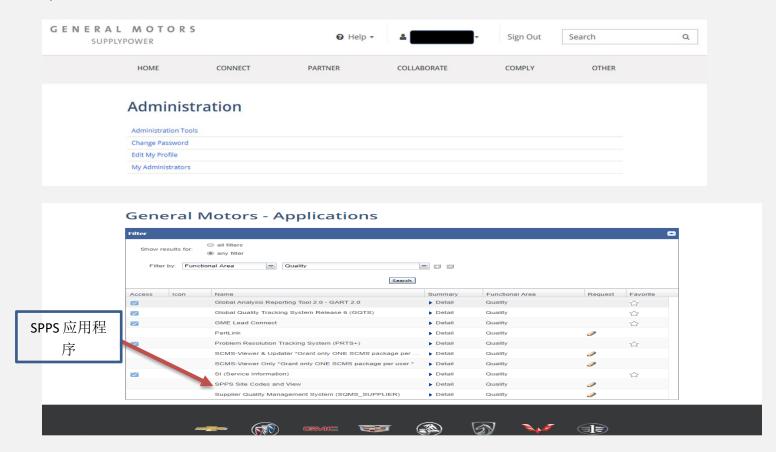
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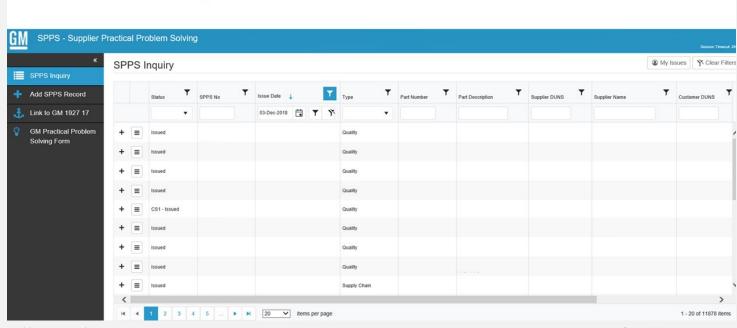


如何访问 SPPS 记录详细信息

1) 进入 GM SPPS 系统。



登录后,应显示下图所示界面。

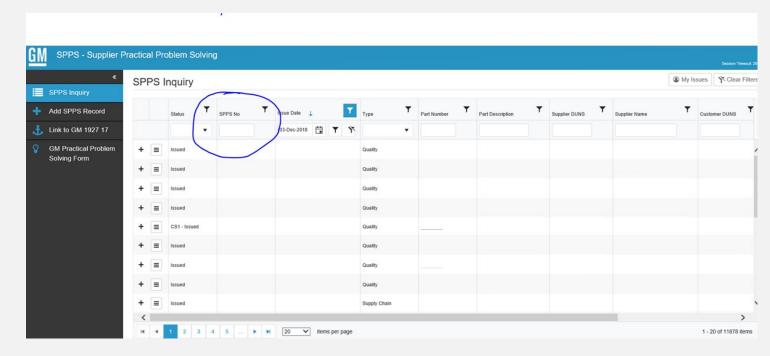


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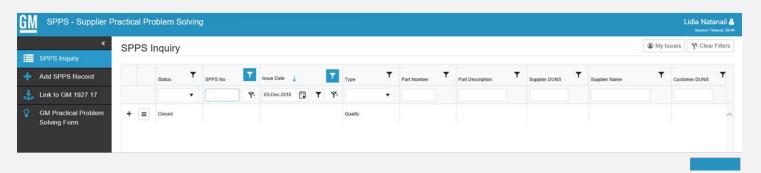




2) 在 SPPS No.窗口中输入 SPPS 编号。



3) SPPS 系统如下图所示。

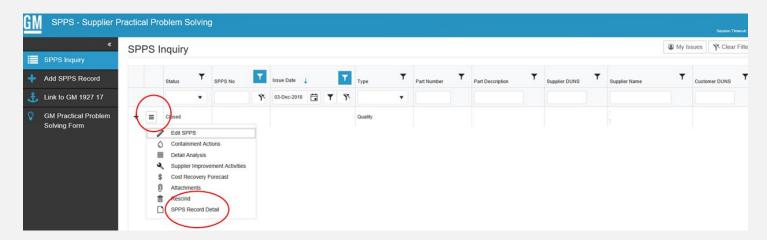


4) 单击"导航"按钮,选择"SPPS记录详细信息"

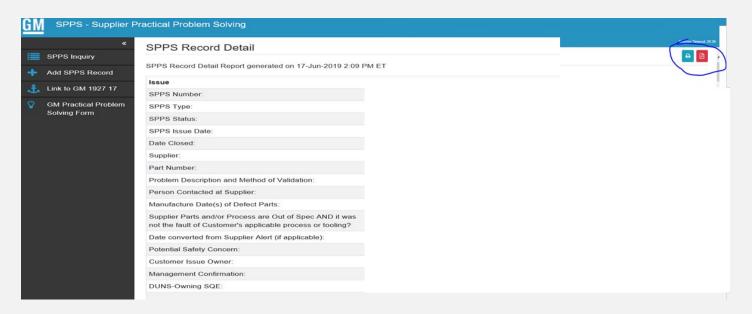
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5) 跳出 SPPS 记录详细信息。单击右上角的按钮,此信息可以 PDF 格式打印。



注:即使通用汽车 SQE 已接受客户的纠正措施计划,已将可采购性级别提高到 3 级或更高级别,认证机构还需要对纠正措施进行验证,并确认对策是否做横向展开。

完整的 SPPS 详细报告示例

下图提供了 SPPS 记录详细信息中的字段和参数的完整列表,并突出显示通用汽车接受的计划。

通用汽车 SQE 的验收以黄色突出显示的字段标识,并标记为"已验证"。

这个实际例子的一些字段已经做了编辑,以删除客户以及涉及的特定产品的信息。

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SPPS Record Detail Report generated on 12-Aug-2019 9:42 AM	ET
Issue	
SPPS Number:	11507
SPPS Type:	Quality
SPPS Status:	Closed
SPPS Issue Date:	13-Jun-2019 10:18 AM ET
Date Closed:	25-Jul-2019 11:31 AM ET
Supplier:	
Part Number:	RADIATOR ASM-ENG COOL FAN MDL
Problem Description and Method of Validation:	PROGRAM: E2UL
	ISSUE DESCRIPTION: External threads on Schrader valve, where high pressure sensor mounts, are stripped and the sensor was not fully installed.
	PART DISPOSITION: The suppler has 24hrs to request the return of suspect material for analysis and provide a FedEx shipping account number and shipping directions. After that time suspect material may be scrapped by Fairfax.
	CONTAINMENT: Immediate containment is required with applicable breakpoints. Please reply to the Containing section of SPPS as required in GM1927-14.
	PART IDENTIFICATION: Identify in SPPS response how individual parts will be marked for certification. Identify all certified containers with a green sticker on the parts label with the initials of the person certifying the material, along with the date it was certified. Do NOT cover up any information on the label. GM Fairfax also requires an 8.5x11 inch paper on 2 sides of the container that says 100% certified for (reason for certification), along with the contact name & phone number. If there is more than 1 certification active, then that 1 page needs to list every issue they are certified for. This labeling must continue for 30 days from the start of certification.
	CORRECTIVE ACTION DOCUMENTATION: Complete problem solving documentation, PFMEA, process control plan, and documentation/evidence of controls used to avoid repetition for this issue need to be attached in the SPPS system.
	TIMING: Failure to meet the required submission deadline may result in a Customer Satisfaction SPPS. If your analysis requires more than 15 working days, you must request an extension. Extension requests must detail why more than 15 days are required and include an expected completion date. E-mail extension requests to the issuer within 15 working days from the date of issuance and note the extension request in the SPPS Planning section data fields.
Person Contacted at Supplier:	Not Listed
Manufacture Date(s) of Defect Parts:	Unknown
Supplier Parts and/or Process are Out of Spec AND it was not the fault of Customer's applicable process or tooling?	YES
Date converted from Supplier Alert (if applicable):	
Potential Safety Concern:	NO
Customer Issue Owner:	Glenn D Griffin
Manager Approver for Customer Issue Owner:	Santosh Sequeira
Management Confirmation:	Santosh C Sequeira 19-Jul-2019 5:28 PM ET
DUNS-Owning SQE:	ELI ALBERTO SAUCEDO SANCHEZ.

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Metrics Data	
Phase:	Production
Customer Quality Impact:	Direct Run Rate
Customer Impact:	Single Occurrence
Furthest Location in the Value Stream the Non-Conformance has Reached:	Part installed in Vehicle/Eng or Trans. Vehicle/Eng or Trans entered as Direct Run/IPPM. As a result Vehicle/Eng or Trans is/was in float.
Last Updated:	Glenn D Griffin, 13-Jun-2019 10:18 AM ET
Containment at Supplier Location	
Issue Owner at Supplier Location:	Jorge Villanueva,
Is Containment Required at this location?	YES
Can you meet Daily Requirements?	YES
Describe Containment Actions Taken or Reason for No Containment Action:	Quality Alert was issued and posted in shop floor. Team was informed about the finding. Sensor correctly installed in valve condition has been audited. Parts has been certified identified with material certification sheet. LE237003 192 = OK, 0= NO OK. LD567003 588 = OK, 0= NO OK. LE237003 468 = OK, 0= NO OK. LE237003 468 = OK, 0= NO OK. MD214002 126 = OK, 0= NO OK.
Identification of Certified Material:	Sensor correctly installed in valve is marked with blue dot.
Last Updated:	Jorge Villanueva, 14-Jun-2019 11:24 AM ET
Assessment Status/Reason:	
Assessment Details:	
Supplier Response Details:	

Containment at Issuing Customer Location		
Issuing Customer Location:	007145899 - 18044 - NAO FAIRFAX	
Conforming Material Date (from Containment at Supplier Location):		
Conforming Material ASN (from Containment at Supplier Location):		

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Supplier Issue Owner at Customer Location:	Jorge Villanueva,
is Containment Required at this location?	NO
Conforming Material Date (from Containment at Customer Location):	24-Jun-2019
ESEP Provider:	
Describe Containment Actions Taken or Reason for No Containment Action:	Problem not noticeable until its in production. Condition can not be surely checked without taking the sensor off.
Identification of Certified Material:	
Last Updated:	Jorge Villanueva, 14-Jun-2019 11:33 AM ET
Assessment Status/Reason:	
Assessment Details:	
Supplier Response Details:	
Assessment Last Updated:	
Potentially Affected Customer Locations	
Customer Location Potentially Affected:	
Conforming Material Date (from Containment at Supplier Location):	
Conforming Material ASN (from Containment at Supplier Location):	
Supplier Issue Owner at Customer Location:	
Is Containment Required at this location?	
Conforming Material Date (from Containment at Customer Location):	
ESEP Provider:	
Describe Containment Actions Taken or Reason for No Containment Action:	
Identification of Certified Material:	
Last Updated:	
Assessment Status/Reason:	
Assessment Details:	
Supplier Response Details:	
Assessment Last Updated:	
Detail Analysis	
Root Cause:	Sensor was installed incorrectly on condenser valve due to Torque controller was not in fix position (loose condition) and seating fixture did not permit 100% vertical position, providing chances to place sensor in a tilted position.
Last Updated:	Jorge Villanueva, 25-Jun-2019 4:04 PM ET

Assessment Status/Reason:	
Assessment Details:	
Supplier Response Details:	
Assessment Last Updated:	
3P Supplier Improvement Activities	
Improvement Activity Type:	Predict
BIQS Elements / MMOG-LE Subchapters:	PFMEA
Target Completion Date:	28-Jun-2019
Expected Conforming Material Date:	12-Jul-2019
Actual Completion Date:	12-Jul-2019

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First Conforming Material ASN:			
Supplier Improvement Activity / Reason for No Supplier	Description	Updated By	Date/Time
Improvement Activity:	Torque/Angle strategy was included as detection control in PFMEA and CP.	Jorge Villanueva	12-Jul-2019 12:11 PM ET
	Torque/Angle strategy is being included as detection control in PFMEA and CP.	Jorge Villanueva	26-Jun-2019 12:45 PM ET
Supplier Verification Steps Taken:	Description	Updated By	Date/Time
	Torque/Angle strategy was included and evidence is included in presentation.	Jorge Villanueva	12-Jul-2019 12:11 PM ET
Approved:	Glenn D Griffin, 25-Jul-2019 10	12 AM ET	
Verified:	ELI ALBERTO SAUCEDO SANCHEZ,	25-Jul-2019 11:31 AM ET	
Assessment Status/Reason:	Verified - Improvement Activity and Verification Steps		
Assessment Details:			
Supplier Response Details:			
Assessment Last Updated:	ELI ALBERTO SAUCEDO SANCHEZ,	25-Jul-2019 11:31 AM ET	

Improvement Activity Type:	Prevent		
BIQS Elements / MMOG-LE Subchapters:	Process Change Control		
Target Completion Date:	26-Jun-2019		
Expected Conforming Material Date:	26-Jun-2019		
Actual Completion Date:	26-Jun-2019		
First Conforming Material ASN:			
Supplier Improvement Activity / Reason for No Supplier Improvement Activity:	Description	Updated By	Date/Time
	Seating fixture was adjust to correct position and allow 100% vertical position, avoiding risk to place sensor in a tilted position. Torque controller arm was installed to fix torque controller device avoiding movement and providing better control for the operator to execute the operation.	Jorge Villanueva	12-Jul-2019 12:16 PM ET
	Seating fixture was adjust to correct position and allow 100% vertical position, avoiding risk to place sensor in a titled position. Torque controller arm was installed to fix torque controller device avoiding movement and providing better control for the operator to execute the operation.	Jorge Villanueva	26-Jun-2019 12:44 PM E
Supplier Verification Steps Taken:	Description	Updated By	Date/Time
	Fixture was adjusted, before and after pictures are included in report presentation. Arm was also installed, evidence is also provided in report presentation.	Jorge Villanueva	12-Jul-2019 12:16 PM ET
Approved:	Glenn D Griffin, 25-Jul-2019 10:12 AM ET		
Verified:	ELI ALBERTO SAUCEDO SANCHEZ	25-Jul-2019 11:31 AM ET	
Assessment Status/Reason:	Verified - Improvement Activity and Verification Steps		
Assessment Details:			
Supplier Response Details:			
Assessment Last Updated:	ELI ALBERTO SAUCEDO SANCHEZ.	25-Jul-2019 11:31 AM ET	

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Protect
Standardized Work
26-Jun-2019
26-Jun-2019
26-Jun-2019

Supplier Improvement Activity / Reason for No Supplier	Description	Updated By	Date/Time
Improvement Activity:	Operator reinforcement was done on Jun 14 , 2019.	Jorge Villanueva	26-Jun-2019 12:40 PM ET
	Operator reinforcement was done on Jun 14 , 2019.	Jorge Villanueva	26-Jun-2019 12:38 PM ET
Supplier Verification Steps Taken:	Description .	Updated By	Date/Time
Supplier Vermanon Steps Faren.	Description	Jorge Villanueva	26-Jun-2019 12:40 PM ET
	Operator reinforcement was verified on June 14, 2019	Jorge Villariueva	20-341-2015 12-40 PM E1
Approved:	Glenn D Griffin, 25-Jul-2019 10:	12 AM ET	
Verified:	ELI ALBERTO SAUCEDO SANCHEZ,	25-Jul-2019 11:31 AM ET	
Assessment Status/Reason:	Verified - Improvement Activity and Verification Steps		
Assessment Details:			
Supplier Response Details:			
Assessment Last Updated:	ELI ALBERTO SAUCEDO SANCHEZ,	/ 25-Jul-2019 11:31 AM ET	
Site Read Across Improvement Activities			
Improvement Activity Type:	Site Read Across		
BIQS Elements:	PFMEA		
Target Completion Date:	26-Jul-2019		
Actual Completion Date:	12-Jul-2019		
Supplier Improvement Activity / Reason for No Supplier	12-Jul-2019 Description	Updated By	Date/Time
The state of the s		Updated By Jorge Villanueva	Date/Time 12-Jul-2019 12:20 PM ET
Supplier Improvement Activity / Reason for No Supplier	Description		
Supplier Improvement Activity / Reason for No Supplier Improvement Activity:	Description Torque/Angle strategy detection control in PFMEA and CP.	Jorge Villanueva	12-Jul-2019 12:20 PM ET
Supplier Improvement Activity / Reason for No Supplier Improvement Activity:	Description Torque/Angle strategy detection control in PFMEA and CP. Description Torque/Angle strategy was included as detection control in PFMEA and CP.	Jorge Villanueva Updated By	12-Jul-2019 12:20 PM ET Date/Time
Supplier Improvement Activity / Reason for No Supplier Improvement Activity: Supplier Verification Steps Taken:	Description Torque/Angle strategy detection control in PFMEA and CP. Description Torque/Angle strategy was included as detection control in PFMEA and CP. Evidence is included in report presentation.	Updated By Jorge Villanueva	12-Jul-2019 12:20 PM ET Date/Time

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Improvement Activity Type:	Site Read Across		
BIQS Elements:	Standardized Work		
Target Completion Date:	14-Jul-2019		
Actual Completion Date:	14-Jun-2019		
Supplier Improvement Activity / Reason for No Supplier Improvement Activity:	Description Operator reinforcement was done on Jun 14 , 2019.	Updated By Jorge Villanueva	Date/Time 12-Jul-2019 12:23 PM ET
Supplier Verification Steps Taken:	Description	Updated By	Date/Time
	Operator reinforcement was done on Jun 14 , 2019.	Jorge Villanueva	12-Jul-2019 12:23 PM ET
Verified:	ELI ALBERTO SAUCEDO SANCHEZ,	/ 25-Jul-2019 11:31 AM ET	
Assessment Status/Reason:	Verified - Improvement Activity and Verification Steps		
Assessment Details:			
Supplier Response Details:			
Assessment Last Updated:	ELI ALBERTO SAUCEDO SANCHEZ,	/ 25-Jul-2019 11:31 AM ET	
Controlled Shipping			
Customer Assessment:			
Created:			
Management Confirmation:			
Assessment Reasoning:			
Exit Criteria:			
Kickoff Meeting Complete Date:			
Date Out:			
Supplier Contact:			
Supplier Owner:			
Controlled Shipping Conforming Material Date:			
Identification of Certified Material at Supplier Location;			
Describe Controlled Shipping Actions Taken:			
Inspection Service Provider:			
Customer Issue Owner Change			
Customer Issue Owner.	Glenn D Griffin. // 13-Ju	in-2019 10:18 AM ET	

Change Safety Decision	
Potential Safety Concern:	
Last Updated:	
Issue Rescinded	
Management Confirmation:	
Request to Rescind:	
Reason for Rescinding Issue:	

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SPPS Reference Number:	And the second s
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PRTS Reference Number:	
No Supplier Response:	

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