

Diagnostic Questions: Has the company established effective procedures to involve employees in recognizing, reporting, and correcting errors, defects, and process or equipment abnormalities?

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ No internal inspection procedures--the customer is the inspector ▪ Quality results are sent to managers who decide how to address problems ▪ Operators may know when defects are generated but are seldom involved in solutions 	<ul style="list-style-type: none"> ▪ Random-sampling inspections at end of line by trained inspectors ▪ Defect information is compiled in reports and given to engineers to troubleshoot quality problems ▪ Operators may be queried about the events surrounding defect generation 	<ul style="list-style-type: none"> ▪ Inspection by trained inspectors at end of line or various points along the way ▪ SPC online improves overall production and achieves lower AQL defect rates ▪ Defect information collected by centralized QC/SPC department and selectively passed to engineers for troubleshooting ▪ Operators are expected to participate on quality project teams 	<ul style="list-style-type: none"> ▪ Each operator inspects own work; next operator reinspects it before beginning operation ▪ Every customer-supplier connection is direct, and there is a clear yes-and-no way to send and receive requests ▪ Operators are encouraged to stop operations as soon as defects are discovered; engineers and supervisors come to the site immediately to troubleshoot, correct and countermeasure ▪ Defect information is collected continuously and used by operators to target quality improvements in their operations 	<ul style="list-style-type: none"> ▪ Defect information is replaced by error information which operators and engineers use to develop poka-yoke devices and other preventive solutions