CONTROL OF NONCONFORMING PRODUCT

Quality & Industrial Performance version 3

“Going From Reactive to Proactive”
CONTROL OF NON-CONFORMING PRODUCT

Introduction

**PURPOSE:**
- Ensure that product that does not conform to specified requirements is:
  - Prevented from unintended use
  - Contained and/or segregated
  - Dispositioned by Management
- Ensure proper communication if there is an escape.
- Establish a consistent labeling identification process using Visual Management such as (Stoplight) RED, YELLOW, GREEN method.

**SCOPE:**
- Production material or components.
- Engineering Samples
- Prototype Samples
- Incomplete Processed material
- Other materials not intended to be shipped to the customer.

**RESPONSIBILITY:**
- Ownership
  - Quality Manager
- Contingency Plan for All
- Situations
CONTROL OF NON-CONFORMING PRODUCT

Benefits

- Assures all suspect and nonconforming product is contained.
- Increases customer satisfaction and communication.
- Reduces quality disruptions through control and continuous improvement.
- Assures all issues are resolved with all customer contacts: internal and external.
- Assures a systematic approach for all issues.
## Identification and segregation of NC, what are we searching for?

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>#Criteria</th>
<th>Criteria requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNC1</td>
<td>Nonconforming (NOK) and suspect material are identified and segregated in order to prevent them from unintended use.</td>
<td>CNC11</td>
<td>Consistent marking &amp; visual management (floor marking, labels, specific boxes etc.) procedure is defined and kept in entire organization to ensure that identification and handling of NOK or suspected material is in place to avoid mixing with conform parts.</td>
</tr>
<tr>
<td>CNC12</td>
<td></td>
<td>The standard defines the exit criteria of the alert (production, logistic, maintenance...). Alert process is defined on the basis of the severity level of non-conformity and applied for both external and internal issues once problem occurred at least as per FR issues.</td>
<td></td>
</tr>
<tr>
<td>CNC13</td>
<td></td>
<td>If after sorting (e.g.: hourly sample product audit) NOK parts have been found, it is necessary to ensure that all the parts produced from last known good parts are handled as suspected parts.</td>
<td></td>
</tr>
<tr>
<td>CNC14</td>
<td></td>
<td>NOK parts are segregated, recorded and their storage is managed including NOK boxes, Quarantine area which has securized access and quantities in quarantine are managed.</td>
<td></td>
</tr>
<tr>
<td>CNC15</td>
<td></td>
<td>Quality status of the product (physical or data-processing) are identified in entire process.</td>
<td></td>
</tr>
</tbody>
</table>

### Criteria of Requirement

11 – page 5-7
12 – page 5
13 – page 5
14 – page 8-10
15 – page 6
Auditor hints – Page 11

Next Requirement
Material Identification

IDENTIFICATION OF NONCONFORMING OR SUSPECT MATERIAL IS PARAMOUNT

- The achievement of customer expectations relies on a method to contain defects (Nonconforming product) within the manufacturing process and implement corrections to protect the next downstream customer.

- Organizations shall establish a method to ensure product that does not conform to specified requirements is prevented from unintended use or installation by:
  - Using consistent identification and visual management (e.g. tagging, dedicated scrap bins, paint dot etc.)
  - Released using a defined process and authority (decision rules, responsibility and escalation process)
  - Using a containment method to track and manage non-conforming and suspect material identified both at customer or supplier process
  - Eliminating the risk of nonconforming/suspect parts be mixture with good parts through standardized work, process audit and action plan
(Example)

**SCRAP**

TAG CONTENT IN THIS SECTION IS AT LOCAL DISCRETION

PLT001

REQUIRED FOR SCRAP PRODUCT/CONTAINERS

(SCRAP BINS PAINTED RED DO NOT REQUIRE A TAG)

**SUSPECT DO NOT USE**

TAG CONTENT IN THIS SECTION IS AT LOCAL DISCRETION

PLT002

REQUIRED FOR REWORK, REINSPECT, SUSPECT PRODUCT/CONTAINERS

TAG SHOULD SHOW LAST OPERATION TO ASSURE PROPER REINTRODUCTION

**OK FOR USE**

TAG CONTENT IN THIS SECTION IS AT LOCAL DISCRETION

PLT003

ANY COLOR (except red or yellow) FOR CONFORMING PRODUCT IS ACCEPTABLE

(IF YELLOW IS NOT USED TO DISTINGUISH SCRAP FROM SUSPECT, THE RED TAG shall HAVE DISPOSITION.)
CONTROL OF NONCONFORMING PRODUCT

- **Example:**

Using visual tagging (Figure 4) and color bins (Figure 1, 2 and 3) for identification in plastic Injection section:
- Red – Scrap
- Yellow – Suspect / Under Inspection / Rework
- Green – Approved

![Figure 1](image1)

![Figure 2](image2)

Rack colors and/or Labels: Both examples may be used for Identification

Yellow card is used for Rework, Suspect and/or under Inspection

Suspected Card must contain last operation performed.

![Figure 3](image3)

![Figure 4](image4)
CONTROL OF NONCONFORMING PRODUCT

- Segregation

All nonconforming and suspect product shall be segregated to prevent unintended use or installation through containment.

- At the end of each shift, non-conforming product should be counted, documented, and should be removed from the process/manufacturing area to an off line designated containment area or into scrap containers.

SEGREGATION AREAS:

- Segregation areas shall be foot printed or otherwise identified.
  
  Example: - Scrap bins
            - Rework Tables
            - Containment areas
            - Nonconforming material hold areas

- A method to inventory non-conforming material is required (Including Date, P/N, Defect, MRB disposition)
CONTROL OF NONCONFORMING PRODUCT

- **Segregation**

Ex: Hold Area/Quarantine away from the Line (isolated and foot printed)

- Rack match with products size (Small).

- Rack match with products size (Large).

Scrap table:

Containment area:
CONTROL OF NONCONFORMING PRODUCT

- Segregation

Ex: Hold Area (Quarantine)

Small room isolated from line used as hold & Repair area

Ex: Scrap Rack

Scrap Rack is closed, foot printed, away from line

Ex: Rework Table

Rework table is identified and colored.
CONTROL OF NON-CONFORMING PRODUCT

- **Auditor hints**

  - Check in shop floor that identification tagging system is used in all areas including documentation (check incoming, working stations, control station, rework) and including visual management like foot print, color coding, labels etc.

  - Ask operators that every one in shop floor is understanding color coding used inside the organization.

  - Scrap boxes size should match with part size.

  - Verify quarantine, access is defined, quantity is controlled  Verify that avoidance of mixing NOK part ensure via layout of workplace, handling and storing of NC parts.
### Containment activity, what are we searching for?

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>#Criteria</th>
<th>Criteria requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNC2</td>
<td>Containment is segregated and standardized, all the potential quantity and location of suspected material are identified.</td>
<td>CNC21</td>
<td>Containment process includes securing of stock and pipeline, separated from production line in order to guarantee breakpoint, including the supplier's components.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC22</td>
<td>The guaranteed lot is identified and communicated to the customer.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC23</td>
<td>Containment worksheet or equivalent contains all the potential locations and quantities, and actions are defined for each customer issues and verified to prevent the further defects documented and communicated internally.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC24</td>
<td>There is a follow-up of containment actions including their closure dates.</td>
</tr>
</tbody>
</table>

**Criteria of Requirement**

21 – page 13-14  
22 – page 15&17  
23 – page 16  
24 – page 14  
Auditor hints – Page 18

Prev. Requirement  | Next Requirement
CONTROL OF NONCONFORMING PRODUCT

- **Containment**

Leadership shall develop, organize and maintain a system for control of nonconforming product to include the following:

- A documented containment procedure to prevent identified defects from flowing to the next customer.
- Containment Worksheet, Quality Alert, Instructions, Operator training records.
- A clear understanding of the standard and the deviation supported by a good visual explaining the standard.
- Safety stock/pipeline protection through fast reaction avoiding potential downtime.

**Note:** Customer approval may be required during a containment activity where task are performed to bring the product back to the standard. This may also require supporting documentation such as work instructions, trial runs, etc.

- For product containment issues, containers shall be identified:
  - **Red** = Nonconforming product
  - **Yellow** = Suspect product
  - **Green** = After breakpoint conforming product

- When sorting, product identified as nonconforming shall not be placed into standard work-in-process or finished goods containers.
CONTROL OF NONCONFORMING PRODUCT

- **Containment – Exit Criteria**

The default exit criteria will be used when no other exit criteria is defined. The default criteria is listed below:

- Twenty (20) working days of data from the containment activity, and a summary, which verifies that the normal production controls are effective for controlling the discrepancy(ies) identified in the Containment activity. The time begins accumulating from the date of implementation of permanent corrective action.

- Documentation showing the root cause was identified and verified

- Documentation indicating that corrective action was implemented and validated

- Copies of all documentation revised as required (control plan, FMEAs, process flow diagram, operator’s instructions, etc.)

- Documentation indicating that every effort was taken to implement error proofing.
CONTROL OF NONCONFORMING PRODUCT

- Containment Worksheet

  A Containment worksheet shall be used and completed to:
  - Provide a systematic approach to containing all suspect product
  - Identify a potential quantity and all areas to be checked for nonconforming product
  - Reconcile expected quantities of suspect material vs. actual
  - Document the defect condition and standard to be met

  A Containment worksheet should also be used to:
  - Document the sort method (e.g. visual, gage, boundary sample)
  - Specify the identification method for sorted good/bad product.
  - Track and document results of the containment activity
  - Trigger immediate customer notification if an escape of nonconforming product is possible
**CONTAINMENT WORKSHEET**

<table>
<thead>
<tr>
<th>Location</th>
<th>Potential Qty.</th>
<th>Area Verified</th>
<th>Suspect Prod. Found Qty.</th>
<th>Verification Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receiving</td>
<td>500</td>
<td>P.S.</td>
<td>500</td>
<td>P. Smith</td>
</tr>
<tr>
<td>Laboratory</td>
<td>6</td>
<td>K.C.</td>
<td>6</td>
<td>T. Brown</td>
</tr>
<tr>
<td>WIP Storage Areas</td>
<td>1000</td>
<td>P.S.</td>
<td>1000</td>
<td>P. Smith</td>
</tr>
<tr>
<td>Outside Processing - (Plating)</td>
<td>1000</td>
<td>C.J.</td>
<td>1000</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Scrap Bins</td>
<td>42</td>
<td>K.C.</td>
<td>42</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Rework Areas</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Shipping Dock</td>
<td>0</td>
<td>K.C.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Heat Treater</td>
<td>0</td>
<td>P.S.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>At Customer</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>In Transit</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Service Parts Operations</td>
<td>0</td>
<td>P.S.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Total Found</td>
<td>2548</td>
<td></td>
<td>2548</td>
<td>C. Jones</td>
</tr>
</tbody>
</table>

**SEGREGATE SUSPECT PRODUCT TO (location, as feasible):**
- 2548 pcs to Containment Area

**SORT METHOD (eg. visual, gage, mating part):**
- Visual for burrs

**SORT CRITERIA (clear pass / fail standards):**
- Max Burr per standard

**I.D. METHOD CONFORMING (eg. mark, tag, sign):**
- White paint dot near defect area

**I.D. METHOD NONCONFORMING (eg. mark, tag, sign):**
- Mark defect with red paint.
CONTROL OF NONCONFORMING PRODUCT

- **Communication**

- **Break Point**

  Only give a break point after:

  - You understand the DEFECT
  - Have contained all suspect product internally and externally
  - Have a method to identify and sort out the defect until material from the corrected process is available.
  - 100% Inspection ensures defect free/certified stock to the customer

- **Remember:**

  Violating the BREAKPOINT is not acceptable. Will almost always result in a PRR being issued and additional containment actions required.
CONTROL OF NON-CONFORMING PRODUCT

- **Auditor hints**
  - Verify that Containment Worksheet is used before initiating any containment.
  - Check Containment Worksheet contains all the potential locations.
  - Check that countermeasures are put in place for each Alerts.
  - Ask team member about containment and its rules.
  - Ask one team member perform who containment in any FR issue, how he did the containment and how he filled the Containment Worksheet.
## Standardization of rework and repair, what are we searching for?

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>#Criteria</th>
<th>Criteria requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNC3</td>
<td>Rework or repair is standardized, performed only with necessary authorization and process of reintroducing parts back to line.</td>
<td>CNC31</td>
<td>Prohibited or authorized rework operations are clearly defined. Authorized rework operations have to be part of part/process approval and present in the production flow chart. Parts waiting for rework have to be handled as suspected parts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC32</td>
<td>Re-use of components is considered as a rework operation. The component re-used must be traced on the finished product.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC33</td>
<td>Reintroduction of reworked part includes a marking like colour coding for example, in order to ensure that all control plan inspections &amp; tests have been performed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC34</td>
<td>Each reworked or re-used parts is traceable via marking, documented serial number in order to ensure the respect of the basic rules (maximum re-used or reworked authorized).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNC35</td>
<td>Ensure that employees who performed the rework operations are trained for this kind of work The rework operation are considered in skills matrix.</td>
</tr>
</tbody>
</table>

### Criteria of Requirement

31 – page 20
32 – page 20
33 – page 20
34 – page 20
35 – page 20
Auditor hints – Page 21
CONTROL OF NONCONFORMING PRODUCT

- **Disposition (reusable or scrap)**
  - **Reusable; (rework/repair)**
    - A work instruction to perform rework
    - A method to identify scrap and rework product traceability
    - Customer approval may be required
    - Failures Modes from rework/repair are considered in the PFMEA

- **Reintroduce product**
  - All control plan inspections and tests shall be performed;
  - Product removed from the approved process flow should be reintroduced into the process stream at or prior to the point of removal.
  - Reintroduced product needs to be identified and have traceability.
  - Best practice would suggest that you do not run product more than twice.

**NOTE:** When it is not possible to reintroduce at or prior to removal: an approved (Quality Manager) documented rework and inspection procedure shall be used to assure conformance to all specification and test requirements.
CONTROL OF NON-CONFORMING PRODUCT

- Auditor hints

- Rework is part of Process Flow.
- Potential failure modes of rework are detailed in PFMEA.
- Check rework station, standardized work is applied.
- Check if team members understand rework identification process and follow one rework part, how handled, identified, and how reintroduced back to line.
CONTROL OF NON-CONFORMING PRODUCT

Control of parts under approved deviation, what are we searching for?

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>#Criteria</th>
<th>Criteria requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNC4</td>
<td>Parts which have deviations, but approved by customer are managed; traceability of concerned products are guaranteed.</td>
<td>CNC41</td>
<td>Deviation is approved according to customer requirement, deviations are defined for a limited period or a defined quantity of parts.</td>
</tr>
<tr>
<td></td>
<td>CNC42</td>
<td>If a not approved rework operation is needed, the authorization and release process are defined in regard of deviation rules according CNC41 &amp; CN43.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNC43</td>
<td>Traceability of the parts delivered under deviation is guaranteed. Manufacturing batches are identified.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNC44</td>
<td>Impact of deviation on process and product is analysed and a temporary work instruction is managed</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CNC45</td>
<td>All the responsible parties have to be included to communication and decision about usage of deviated parts.</td>
<td></td>
</tr>
</tbody>
</table>

Criteria of Requirement

41 – page 23  
42 – page 24  
43 – page 23  
44 – page 24  
45 – page 23  
Auditor hints – Page 25
Customer approval, identification and traceability for parts under deviation

Customer Approval requested

- Supplier must request a customer approval for a product deviation before ship parts. Without this customer approval, it is not allowed to ship parts with deviation to customer.
- Customer approval is limited for a period of time and/or quantity of parts and supplier must manage it.

Identification & Traceability

- All parts with deviation must be identified as suspected till customer approve them;
- Traceability of parts under deviation must be recorded by supplier
- Parts under customer approval shall be identified (part or box identification – number of customer approval) before shipping to customer
- Breakpoint shall be established and informed to customer
# PSA Deviation Form

**Reference:** 01276_09_00685  
**Sort of document:** Form  
**Revisions:** v2  
change from v1 due to error on the reference of english version (referenced 01276_10_00049 instead of 01276_09_00685)

## Request to Deliver Nonconform Products Under the Supplier's Responsibility

**Object of the form:**

The purpose of this form is to specify the necessary information that allow PSA PEUGEOT CITROEN to authorize a delivery of nonconform products from a supplier. The supplier has to send this form to each PSA PEUGEOT CITROEN facility concerned by the nonconform product. The decision taken by PSA PEUGEOT CITROEN to authorize nonconform product, do not release the supplier from his responsibility regarding the quality of the product. PSA PEUGEOT CITROEN will provide the supplier with a written answer by return of the present form. The answer is only available for the facilities it was sent to.

**Additional information:**

The informations in red are mandatory.

<table>
<thead>
<tr>
<th>Name, address and phone number of the applicant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
</tr>
<tr>
<td>Vehicle:</td>
</tr>
<tr>
<td>Organ:</td>
</tr>
<tr>
<td>Product designation:</td>
</tr>
<tr>
<td>Date of the first non conform delivery:</td>
</tr>
<tr>
<td>Product designation:</td>
</tr>
<tr>
<td>Date of the next conform product delivery:</td>
</tr>
<tr>
<td>Characteristic:</td>
</tr>
<tr>
<td>Client impact:</td>
</tr>
<tr>
<td>Security and regulation impact description:</td>
</tr>
<tr>
<td>Supplier's designation and Ctrl:</td>
</tr>
<tr>
<td>Sent quantity:</td>
</tr>
<tr>
<td>Subject and description of the nonconformity:</td>
</tr>
<tr>
<td>Support's recommendation for assemblage and use by PSA:</td>
</tr>
<tr>
<td>Action plan for quality convergence:</td>
</tr>
<tr>
<td>List of the other PSA's plant involved:</td>
</tr>
<tr>
<td>PSA ANSWER:</td>
</tr>
<tr>
<td>Delivery of the product authorized:</td>
</tr>
<tr>
<td>Delivery refused:</td>
</tr>
<tr>
<td>Request number:</td>
</tr>
<tr>
<td>Name, address and phone number of the signatory:</td>
</tr>
<tr>
<td>PSA comments:</td>
</tr>
</tbody>
</table>

* : delete where inapplicable
CONTROL OF NON-CONFORMING PRODUCT

- Site history of requests for deviations.
- Procedures and forms used on site.
- Check 'Request to deliver non-conform product' for PSA and initial samples are available for deviations.
- Multiskill approach for the decision for initiate deviation request.
- Evidence of traceability.

Auditor hints
### Control of Non-Conforming Product effectiveness, what are we searching for?

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>#Criteria</th>
<th>Criteria requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNCE</td>
<td>Performance metrics such as scrap rate (internal ppm), rework percentage, FTQ, VOC, etc. are established and followed at all levels of the operation.</td>
<td>CNCE1</td>
<td>Performance metrics such as scrap rate (internal ppm), rework percentage, FTQ, VOC, etc. are established and followed at all levels of the operation.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNCE2</td>
<td>Containment process is managed to Ensure a closure deadline for all concerned issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CNCE3</td>
<td>Deviation process is managed to ensure a closure deadline for all deviation. All deviation must be reported in daily fast response meeting (FR11).</td>
</tr>
</tbody>
</table>

**Criteria of Requirement**
- E1 – page 27
- E2 – page 28
- E3 – page 29
- Auditor hints – Page 30
**Control of Nonconforming Product**

- **Analysis & Effectiveness**: Example:
  - Use Pareto to attack top quality issues.
  - Same should be done with VOC and Down Time.
  - Periodic Review (Monthly) with top management.

[Diagram of Pareto Chart, Repair Tracking, First Time Quality, Pareto Chart, Control Plan Updated, PFMEA Updated]
### Containment Worksheet vs. Dilution Calculation

#### CONTAINMENT WORKSHEET

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>POTENTIAL QTY</th>
<th>AREA VERIFIED</th>
<th>SUSPECT PROD. FOUND? QTY?</th>
<th>VERIFICATION RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receiving</td>
<td>500</td>
<td>P.S.</td>
<td>500</td>
<td>P. Smith</td>
</tr>
<tr>
<td>Laboratory</td>
<td>6</td>
<td>K.C.</td>
<td>6</td>
<td>T. Brown</td>
</tr>
<tr>
<td>WIP Storage Areas</td>
<td>1000</td>
<td>P.S.</td>
<td>1000</td>
<td>P. Smith</td>
</tr>
<tr>
<td>Outside Processing - (Plating)</td>
<td>1000</td>
<td>C.J.</td>
<td>1000</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Scrap Bins</td>
<td>42</td>
<td>K.C.</td>
<td>42</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Rework Areas</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Shipping Dock</td>
<td>0</td>
<td>K.C.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Heat Treater</td>
<td>0</td>
<td>P.S.</td>
<td>0</td>
<td>C.Jones</td>
</tr>
<tr>
<td>At Customer</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>In Transit</td>
<td>0</td>
<td>B.T.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td>Service Parts Operations</td>
<td>0</td>
<td>P.S.</td>
<td>0</td>
<td>C. Jones</td>
</tr>
<tr>
<td><strong>TOTAL FOUND</strong></td>
<td><strong>2548</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SEGREGATE SUSPECT PRODUCT TO (location, as feasible):**

- Containment Area
- Visual for burrs

**SORT METHOD (eg. visual, gage, mating part):**

- Max Burr per standard
- Mark defect with red paint.

**SORT CRITERIA (clear pass / fail standards):**

- White paint dot near defect area

**I.D. METHOD CONFORMING (eg. mark, tag, sign):**

- White paint dot near defect area

**I.D. METHOD NONCONFORMING (eg. mark, tag, sign):**

- Mark defect with red paint.

---

- **D₀–5** days in worst case last piece from the batch
- **D₀+5** days in worst case first piece from the batch

=> Dilution = \( \frac{5000}{100} = 50 \)

Compare quantity from Dilution Calculation vs. pieces needed to be checked during containment
CONTROL OF NON-CONFORMING PRODUCT

- **Auditor hints**
  - Prior to audit check Controlled Shipping and customer complaints link to control on non conforming product.
  - Verify that containment driven back to the source of error.
  - Verification of countermeasure action.
CONTROL OF NON-CONFORMING PRODUCT

What goes wrong?

- Lack of traceability procedure or not followed
- Shop floor team are not trained on using identification codes and cards.
- Use containment area too much which lead at the end not to follow rules as designed
- Area (containers) sizes used for segregation are not suitable with product size
- Range of suspect product not defined properly
- Too many action needed based on monthly performance analysis (FTQ, 6 panels, …)
- Weak follow up from top management