

Nissan Criteria for the Audit

4M Change Control Audit



13. 4M Change Audit Check Sheet

Participant: _____

Date: _____

Supplier: _____

Part: _____

NO	Requirements	Confirmation	Nonconformity
1	Consistency between ANPQP and supplier standard is secured.	The guideline is adopted into the standards deployed to Tier N.	
2	Modifications and changes of own workplace are confirmed daily.	Supervisor understands the information everyday. (QRQC, first meeting in the meeting)	
3	Modifications and changes of that day are recorded on the control board. Modifications and changes are made as mieruka (a visualization method known in Nissan).	Mieruka is penetrated at site (control board etc.)	
4	The information of modification is sent to the appropriate department.	4M change report is sent to the related department. it is deployed to the related department at QRQC (first meeting in the morning)	
5	Modifications and changes are understood at the related department.	Reception department is able to receive.	
6	Confirmation items of modifications and changes are determined at the responsible department.	There are action standard and cancellation standard.	
7	The evaluation of products' workmanship is implemented.	Action standard/cancellation standard are implemented at site.	
8	The validity of the products are confirmed at Quality Control Department.	Control characteristic which is affected is confirmed.	
9	Confirmation result of modifications and changes are recorded.	It is judged either OK or NG. The action is taken when NG.	
10	Confirmation result of modifications and changes are reported to the person in higher rank or the related department.	It is reported to the person in higher rank.	
11	When there are any defects caused by modifications and changes, they are able to be found.	Confirming is done before shipping.	
12	Control record is stored at a department where modifications and changes were found.	They are able to be searched.	
13	Tier 1 is managing 4M change control policy at Tier N suppliers	Tier N's are audited and tracked	
Modifications: deliberate modification Changes: sudden change (including the abnormal) O: 8 pts Δ: 4 pts X: 0 pt		Evaluation points	

4M Change Control Audit

13. 4M Change Audit Check Sheet

Participant: _____

Date: _____

Supplier: _____

NO	Rank	Assessment
1		
2	Over 90 points	Excellent
3	Over 80 points	Satisfied
4	Over 70 points	Acceptable
5		
6	Less than 69 points	Unsatisfied
7		

The validity of the products are confirmed at Quality Control _____ Control characteristic which is affected is _____

Modifications: deliberate modification
Changes: sudden change (including the abnormal)
O: 8 pts Δ: 4 pts X: 0 pts ←

13 Tier 1 is managing 4M change control policy at Tier N suppliers Tier N's are audited and tracked

Evaluation points

Modifications: deliberate modification
 Changes: sudden change (including the abnormal)
 O: 8 pts Δ: 4 pts X: 0 pt

4M Change Control Confirmation – Question 1

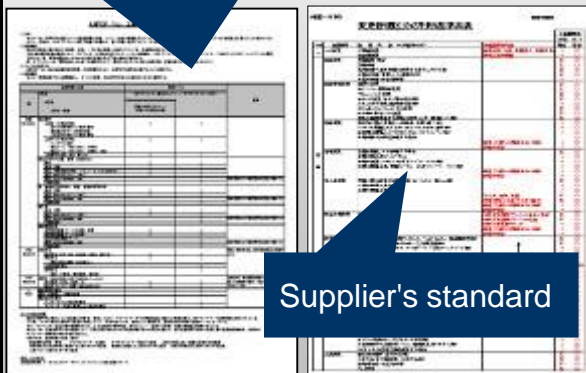
Requirements for 4M change audit

Supplier's standard is consistent with ANPQP.



Supplier's standard on application for 4M change is consistent with Instructions for application of ANPQP "Process/Facility Site Change Management" in both of Tier 1 and Tier N.

Instructions for application of ANPQP "Process/Facility Site Change Management"



Supplier's standard



*Tier 1's standard is consistent with ANPQP. However, Tier N's one is not consistent with.
* In the standards of Tier 1 or Tier N, some of them are not consistent with ANPQP.

Example)

Man:

Change to newly hired operators.

Machine:

Scheduled die maintenance, change of parameters of inspection devices.




Supplier's standard is not consistent with Instructions for application of ANPQP "Process/Facility Site Change Management" (The instructions are not checked).

4M Change Control Confirmation – Question 1

Requirements for 4M change audit

Supplier's standard is consistent with ANPQP.

○	△	✕
<p>Supplier's standard on application for 4M change is consistent with Instructions for application of ANPQP "Process/Facility Site Change Management" in k 1 and Tier N.</p> <p>Instructions for application of ANPQP "Process/Facility Site Change Management"</p>  <p>Supplier's standard</p>	<p>*Tier 1's standard is consistent with ANPQP. However, Tier N's</p> <p>inspection devices.</p>	<p>Supplier's standard is not consistent with Instructions for application of ANPQP "Process/Facility Site Change Management" (The instructions not checked).</p>

Full Credit:
Tier 1 and Tier N's 4M standard is aligned with Nissan ANPQP 4M change standard.

4M Change Control Confirmation – Question 2

Requirements for 4M change audit

Changes and change points are checked for in the workplace on a daily basis.



Planned changes and sudden changes are checked for on a daily basis.
(QRQC or the first meeting in the morning)



- * Planned changes are checked for. However, sudden changes are not checked for.
- * QRQC (the first meeting in the morning) is not held on a daily basis.



- * QRQC (the first meeting in the morning) is not held.
- * QRQC (the first meeting in the morning) is held. However, 4M change information is not deployed.



4M Change Control Confirmation – Question 2

Requirements for 4M change audit

Changes and change points are checked for in the workplace on a daily basis.



Planned changes and sudden changes are checked for on a daily basis.

(QRQC or the first meeting in the morning)



* Planned changes are checked for. However,

Full Credit:
All changes are discussed by management at a daily morning meeting



* QRQC (the first meeting in the morning) is not held.

QRQC (the first meeting in morning) is held. However, 4M change information is not deployed.



4M Change Control Confirmation – Question 3

Requirements for 4M change audit

Changes and change points on the day are recorded on the control board. Changes and change points are visualized.



Using the 4M change control board, planned changes and sudden changes are visualized.



	当日	器具(日付)
人 (MAN) 作業者の変更・技能習熟 操業人・熟練者・新習熟者 ・作業員(熟練者) 作業者の年令・性別 作業者の勤務時間	1) 変更	1) 変更なし
	2) 変更	2) 変更
	3) 変更	3) 変更
	4) 変更	4) 変更
設備 (MACHINE) C: 設備の変更・メンテナンス 設備の修理・部品交換・部品点検 部品交換(交換) 1.5ヶ月以上 (交換) 作業者・作業者数・メンテナンス 作業者・熟練者	1) 変更あり(交換)	1) 変更あり(交換)
	2) 変更	2) 変更
	3) 変更	3) 変更
	4) 変更	4) 変更
方法 (METHOD) 作業手順の変更 設備のメンテナンス 作業者の年令・性別・作業員 作業者の勤務時間	1) 変更	1) 変更
	2) 変更	2) 変更
	3) 変更	3) 変更
	4) 変更	4) 変更
物 (MATERIAL) 材料の変更・材料点検 材料の交換・材料点検 材料の交換・材料点検	1) 変更	1) 変更
	2) 変更	2) 変更
	3) 変更	3) 変更



* Using the 4M change control board, planned changes are visualized. However, sudden changes are not controlled.

* Not all 4M information is posted on the change control board (man, machine, method, material).

Example:

Only the machines and materials (design change) are controlled.



* The information is not visualized.

4M Change Control Confirmation – Question 3

Requirements for 4M change audit

Changes and change points on the day are recorded on the control board. Changes and change points are visualized.



Using the 4M change control board, planned changes and sudden changes are visualized.

* Using the 4M change control board, planned changes are visualized.

* The information is not visualized.

Full Credit:
All changes (planned and sudden) are recorded on dedicated 4M visual management boards



Only the machines and materials (design change) are controlled.

4M Change Control Confirmation – Question 4

Requirements for 4M change audit

Information on change is issued and sent to appropriate Sections.



Based on the change control standard, 4M change notice is sent. As for sudden changes, the control record of change points is issued. The information is deployed to all related sections in QRQC (the first meeting in the morning).



There is a case of 4M change that the 4M change notice was not sent without complying with the change control standard. There is a case that control record of sudden change is not issued.



4M change notice is not issued without complying with the change control standard. There is no control record of sudden change.

4M Change Control Confirmation – Question 4

Requirements for 4M change audit

Information on change is issued and sent to appropriate Sections.



Based on the change control standard, 4M change notice is issued. As for sudden changes, the change record of change points is issued. The information is deployed to the related sections in QRQC (the meeting in the morning).



There is a case of 4M change.

Full Credit:
All changes are being recorded on a change document in accordance with procedure



4M change notice is not issued without complying with change control standard. There is no control record of sudden change.

4M Change Control Confirmation – Question 5

Requirements for 4M change audit

Related sections understand the contents of changes and change points.

○	△	×		
<p>There is a control list of 4M changes, and it is possible to confirm whether the receiving section received a 4M change notice or not.</p>	<p>There is no control list of 4M changes. However, there is a field on 4M change notice to have a signature of receiving section.</p>	<p>There is no control list of 4M changes. There is no field on 4M change notice to have a signature of receiving section.</p>		
<div style="border: 1px solid black; padding: 5px; display: inline-block; background-color: #ADD8E6;">4M change point [Man]</div> <div style="border: 1px solid black; padding: 5px; display: inline-block; margin-left: 200px;">Nov 24, 2010 (Thu)</div>				
Shop	Contents	Action, follow-up	Person in charge	Schedule (1)
G276	G272 -> Support (Ishibashi-san) D22G/R burr cutting, Start of training	Work instruction under the guidance of Group Leader	Yamaki-5	- End of Nov
G279	G172 -> Support (Endo-san) F15G/R Cutting, Start of training	Work instruction under the guidance of Group Leader	Umekawa-5	- End of Nov
G276	TGK Precise cutting (YRS Kato-san) Start of training	Work instruction under the guidance of Group Leader	Yamaki-5	- Mar 2012
G275	PF3 ARCH Forming (YRS Ohashi-san) Start of training	Work instruction under the guidance of Group Leader	Kato-5	- Jan 2012

4M Change Control Confirmation – Question 5

Requirements for 4M change audit

Related sections understand the contents of changes and change points.

○
△
×

There is a control list of 4M changes and it is possible to confirm whether receiving section received a 4M notice or not.

Shop	4M change [Ma
G276	G272 -> Support (Ishibashi-san) D22
G279	G172 -> Support (Endo-san) F15G/R
G276	TGK Precise cutting (YRS Kato-san)
G275	PF3 ARCH Forming (YRS Ohashi-sa

Full Credit:
Records indicate that the appropriate cross-functional team is signing off on the confirmation for all changes

There is no control list of 4M changes. There is no field on 4M change notice to signature of receiving section.

Person in charge	Schedule (1)
Yamaki-5	- End of Nov
Umekawa-5	- End of Nov
Yamaki-5	- Mar 2012
Kato-5	- Jan 2012

4M Change Control Confirmation – Question 6



Requirements for 4M change audit

Items to be checked at changes are determined by the Section in charge.

		○			△			×
Rules for action/termination of action are defined in detail with 5W1H.			* There are rules for action/termination of action. However, the definition is not clear.			There is no rule for action/termination of action.		
Category	Changes	When	Who	What	How	Record	Evaluation method at change	
Man	Change of support members and relocated members	At a change	Supervisor QA Section Engineering section	Work instruction	Provide work instruction based on Standard operation sheet	Job observation record	Conduct 200% inspection for products of the day.	
				Quality of products	Define items to check, and check the Quality	Change point control sheet		
	Change to new operators	At a change	Supervisor QA Section Engineering section	Work instruction	Issuance of 4M change notice. Provide work instruction based on Standard operation sheet	4M change notice Job observation record	Initial products (N = 5 or more), and check during job observation	
				Quality of products	Define items to check, and check the Quality			
Machine	Repair of die	At a planning stage	Engineering section	Plan for change	Issuance of 4M change notice	4M change notice		
		At a change	QA Section	Product Standards that must be updated	Check the Quality (appearance, dimensions, characteristics) Confirm that the standards are updated.	4M change notice		

4M Change Control Confirmation – Question 6

Requirements for 4M change audit

Items to be checked at changes are determined by the Section in charge.


○		△		×	
Rules for action/termination of action defined in detail with 5W1H.		* There are rules for action/termination of		There is no rule for action/termination of	
Category	Changes	When		Record	Evaluation method at change
Man	Change of support members and relocated members	At a change	Supp QA Eng sec	Observation d ge point ol sheet	Conduct 200% inspection for products of the day.
	Change to new operators	At a change	Supp QA Eng sec	Change notice observation d	Initial products (N = 5 or more), and check during job observation
Machi ne	Repair of die	At a planning stage	Eng sec	Change notice	
		At a change	QA Section	Product Standards that must be updated	Check the Quality (appearance, dimensions, characteristics) Confirm that the standards are updated.

Full Credit:
There is a 5W1H posted on the visual management board explaining how to manage each different type of change

4M Change Control Confirmation – Question 7

Requirements for 4M change audit

The product Quality is evaluated.

○	△	×
<p>There are rules for action/termination of action, and the rules are applied at the shop floor.</p> <p>Example: Hiring of new staff Issuance of 4M change notice Quality evaluation by Quality Control Section: N = 5 Dimension measurement, and N = 30 Appearance inspection</p> 	<p>There are 4M changes that the control records do not match with the rules for action/termination of action.</p>	<p>There are rules for action/termination of action. However, the rules are not applied at the shop floor.</p>

4M Change Control Confirmation – Question 7

Requirements for 4M change audit

The product Quality is evaluated.

○	△	×
<p>There are rules for action/termination of action and the rules are applied at the shop floor.</p> <p>Example: Hiring of new staff Issuance of 4M change notice Quality evaluation by Quality Control Section N = 5 Dimension measurement, and N = 30 Appearance inspection</p>	<div style="background-color: #90EE90; padding: 20px; border: 2px solid black;"> <p><u>Full Credit:</u> There is documented evidence that the rules laid out in the 5W1H are followed for each change</p> </div>	<p>There are rules for action/termination of action. However, the rules are not applied at the shop floor.</p>

4M Change Control Confirmation – Question 8

Requirements for 4M change audit

The validity of product is confirmed by Quality Control Section.

○	△	×
<p>The 4M changes that must be checked are checked by the Quality Control Section specified in the rules for action/termination of action.</p>	<p>There are 4M changes that do not match with the Quality characteristics to be checked.</p>	<p>There is no 4M change checked by Quality Control Section.</p>

4M Change Control Confirmation – Question 8

Requirements for 4M change audit

The validity of product is confirmed by Quality Control Section.

○	△	×
The 4M changes that checked are checked by Quality Control Section specified in the rules for action/termination of a	<p style="text-align: center;"><u>Full Credit:</u> The Quality dept is reviewing and signing off on the required confirmation criteria i.e. job observations, first articles, C/O checklists, etc.</p>	no 4M change by Quality Control

4M Change Control Confirmation – Question 9

Requirements for 4M change audit

The results of changes and change points are recorded.

○	△	×
<p>The results of planned changes and sudden changes are recorded.</p> <p>After pass/fail judgment, in the case of NG, the contents of actions are also recorded.</p>	<p>The results of planned changes are recorded. However, as for sudden changes, there is no record of results.</p>	<p>* There is no record on results of planned changes and sudden changes.</p> <p>* Pass/fail is not judged.</p>

4M Change Control Confirmation – Question 9

Requirements for 4M change audit

The results of changes and change points are recorded.

○	△	×
<p>The results of planned changes and sudden changes are recorded.</p> <p>After pass/fail judgment case of NG, the containment actions are also recorded.</p>	<p><u>Full Credit:</u> Pass/Fail judgment is recorded for all changes. Containment and Countermeasure actions are recorded if the change resulted in NG parts</p>	<p>There is no record on results of planned changes and sudden changes.</p> <p>Fail is not judged.</p>

4M Change Control Confirmation – Question 10

Requirements for 4M change audit

The results of changes and change points are reported to the superior and related sections.

○	△	×
<p>The results are reported to the person in charge of Quality Assurance.</p>	<p>There are 4M changes that the results are not reported to the person in charge of Quality Assurance.</p>	<p>The results are not reported to the person in charge of Quality Assurance.</p>

4M Change Control Confirmation – Question 10

Requirements for 4M change audit

The results of changes and change points are reported to the superior and related sections.

○	△	×
<p>The results are reported to the person in charge of Quality Assurance.</p>	<p><u>Full Credit:</u> Confirmation results of all required changes are reported to Quality Manager</p>	<p>The results are not reported to the person in charge of Quality Assurance.</p>

4M Change Control Confirmation – Question 11



Requirements for 4M change audit

If there are defects caused by changes and change points, the defect can be found in the company.

○	△	×
<p>The lead time is fixed between the termination of control and the shipment permission. Until delivery to clients.</p>		<p>The lead time is not fixed between the termination of control and the shipment permission.</p>

4M Change Control Confirmation – Question 11

Requirements for 4M change audit

If there are defects caused by changes and change points, the defect can be found in the company.

○	△	×
<p>The lead time is fixed between the termination of contract and the shipment permission. Until delivery to clients.</p>	<p style="text-align: center;"><u>Full Credit:</u> All changes are confirmed before product is shipped to customer</p>	<p>The lead time is not fixed between the termination of contract and the shipment permission.</p>

4M Change Control Confirmation – Question 12

Requirements for 4M change audit

The control records are stored in the section that changes and change points occurred.

○	△	×
<p>For both of planned changes and sudden changes, the control records are stored, and traceable.</p> <p>Time for trace: within 2 hours</p>	<p>* The control records of planned changes are stored, and traceable. However, records of sudden changes are not stored.</p> <p>* Time for trace: 2 hours or more</p>	<p>For both of planned changes and sudden changes, the records are not stored.</p>

4M Change Control Confirmation – Question 12

Requirements for 4M change audit

The control records are stored in the section that changes and change points occurred.

○	△	×
<p>For both of planned changes and sudden changes, the control records are stored and traceable.</p> <p>Time for trace: within 2</p>	<p><u>Full Credit:</u> Records for all changes are stored and able to be traced within 2 hours</p>	<p>For both of planned changes and sudden changes, the records are not stored.</p>

4M Change Control Confirmation – Question 13

Requirements for 4M change audit

Tier 1 is managing a 4M change control policy for Tier N suppliers

○	△	×
<ul style="list-style-type: none">• All Tier N's are submitting all 4M data to Tier 1• Tier 1 has certified 4M change control champions at all tier N suppliers• Tier 1 is analyzing Tier N 4M change data and submitting to Nissan	<ul style="list-style-type: none">• Tier 1 is requesting 4M change information from Tier N suppliers, but is not receiving good feedback• Tier 1 has not certified 4M change control champions at their Tier N suppliers, but has a plan in place to do so	<ul style="list-style-type: none">• Tier 1 is not managing 4M change control at Tier N suppliers

4M Change Control Confirmation – Question 13

Requirements for 4M change audit

Tier 1 is managing a 4M change control policy for Tier N suppliers

○	△	×
<ul style="list-style-type: none">• All Tier N's are submitting all 4M data to Tier 1• Tier 1 has certified change control change at all tier N suppliers• Tier 1 is analyzing 4M change data and submitting to Nissan	<p><u>Full Credit:</u> Tier 1 is managing all Tier N suppliers to comply with these same Nissan requirements</p>	<p>Tier 1 is not managing 4M change control at Tier N suppliers</p>