供应商质量要求手册

Supplier Quality Requirements Handbook

CJLR-PUR-PS-M005

奇瑞捷豹路虎汽车有限公司采购部

Chery Jaguar Land Rover Automotive Co., Ltd.

Purchasing Department

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0.1 目的

该手册的目的是向奇瑞捷豹路虎公司生产采购定点的所有生产型供应商传达组织对供应商的质量要求。供应商有责任遵循该手册中规定的所有质量要求和相关程序（有时会修订），并向上游供应商传递各项要求。

0.1 Purpose

The purpose of this CJLR Supplier Quality Requirements Handbook is to communicate CJLR overall supplier quality management requirements to all Production Suppliers who are sourced by CJLR Production Purchasing. It is the Supplier's obligation to ensure that all quality rules set out in this handbook and related procedures (as revised from time to time) are implemented within its organization and transmitted to its up-steam supply base.

0.2 术语

- AIMS:问题自动化管理系统
- CAR:产能分析报告
- CC/SC:关键特性及重要特性
- CCC:中国强制认证
- CCR:复杂产品
- CJLR:奇瑞捷豹路虎公司缩写
- CSL 1:受控发运水平1
- CSL 2:受控发运水平2
- FASS:售后行动/停止发货
- JLRQ:捷豹路虎集团供应商绩效评估系统
- MP&L:物料计划和物流
- MRD: 物料需求日期
- MSA:制造现场评审
- PD:产品开发
- PMST:项目管理支持小组
- PQ:工厂质量
- WCPA:世界一流产品审核
- PPM:每百万失效率
- QR:供应商质量问题反馈
- Return PO: 退货订单
- SREA:供应商工程批准申请
- SRM:供应商关系管理系统
- STA :供应商技术支持

0.2 Terminology

- AIMS: Automated Issues Management System
- CAR: Capacity Analysis Report
- CC/SC: Critical Characters/Significant Characters
- CCC: China Compulsory Certification
- CCR: Complex Commodities Released
- CJLR: Chery Jaguar Land Rover
- CSL 1: Controlled Shipment Level 1
- CSL 2: Controlled Shipment Level 2
- FASS: Field Action / Stop Shipment
- JLRQ: JLR Group Supplier Performance Measurement System
- MP&L: Material Planning & Logistics
- MRD: Material Required Date
- MSA: Manufacture Site Assessment
- PD: Production Development
- PMST: Program Management Support Team
- PQ: Plant Quality
- WCPA: World Class Product Audit
- PPM: Parts Per Million
- QR: Quality Rejection
- Return PO: Return PO
- SREA: Supplier Request for Engineering Approval
- SRM: Supplier Relationship Management
- STA : Supplier Technical Assistance

1.0 供应商质量基本要求

CJLR期望供应商通过专注于建立适当的质量体系和采用适当的管理方法以实现所有供货产品的“零缺陷”和100%按时交付。基于汽车行业的质量保证理念，CJLR将尽量减少进货检验以避免重复检验。只有当供应商被列为高风险等级时，CJLR才可能执行进货检验。顾客的检验不能免除供应商对于其产品质量保证的责任。

1.0 Supplier Quality Basic Requirements

CJLR expects zero defects and 100% on-time delivery for the products delivered by Suppliers through their commitments to implement appropriate quality systems and management methods. On the basis of quality assurance notion in automotive industry, incoming inspection at CJLR should be reduced as much as possible to avoid double check. CJLR will conduct incoming inspection only when the Supplier is categorized as High Risk level. Customer’s inspection shall not waive obligation of the Supplier on its responsibility of product quality assurance.

1.1 JLRQ要求

JLRQ是供应商绩效测评系统，用于评判供应商供货现场的绩效状态。所有CJLR外部供应商制造现场均应满足JLRQ要求，除非从CJLR STA团队获得豁免。

JLRQ是一套质量和制造的基本评判准则，遵循JLRQ可以确保供应商获得成功和持续提升。CJLR期望供应商达到一定水平，用系统化的工具维持卓越绩效，并逐年提升。JLRQ主要从三个方面对供应商绩效进行考核。

- **能力体系**

  所有CJLR供应商均应获得IATF 16949质量体系和ISO14001环境体系现行版本的第三方认证，除非供应商获得CJLR STA批准的豁免。对于那些应该获得IATF 16949和ISO14001认证但目前尚未完成认证的供应商，必须制定计划以满足要求。

  所有供应商均须满足MMOG/LE物料管理系统评审“A”级要求，除非供应商获得CJLR物流部门批准豁免。

1.1 Requirements on JLRQ

JLRQ is supplier performance measurement system. It determines Supplier Site performance status for its products. All CJLR external Supplier Manufacturing Sites are required to follow JLRQ requirements, except getting an exemption from CJLR STA team.

JLRQ is a set of fundamental quality and manufacturing disciplines which, when followed, ensures a Supplier’s success and drive a Supplier’s continuous improvement. Suppliers are expected to attain a certain mark, to put the tools in place to maintain excellence and to improve with each passing year. JLRQ measures supplier performance on the three main aspects.

- **Capable systems**

  All CJLR Suppliers are required to be 3rd-party certified to an active version of IATF 16949 quality management system, and ISO 14001 environmental management system, unless the Supplier has an approved exemption from CJLR STA. Suppliers who are expected, but not yet IATF 16949 and ISO14001 certified must have working plans to become compliant to the management standards.

  Suppliers must also get A class of a MMOG/LE material management system

- **持续绩效**

  供应商必须满足绩效的基本要求。供应商有可能由于以下SRM记录中一个或多个方面的过去6个月业绩表现不佳而失去JLRQ授予状态：

  - 供应商现场总体PPM
  - 细分产品组PPM比较
  - 交付评分
  - 市场服务活动
  - 停止发运
  - 违背诚信

  注：详细评分规则，见第5.0章节 JLRQ评分标准。

- **制造现场审核**

  制造现场审核用于评价供应商是否符合客户期望的要求。根据要求，供应商必须在CJLR Site STA指导下进行制造现场审核和跟进纠正预防措施（需要时）。

  初始审核：

  - 新引入供应商MSA审核通常由CJLR Site STA在供应商现场进行。

  - 在CJLR Site STA首次审核结束和将审核报告上传至SRM系统后，首次定点的供应商应每月跟踪纠正预防措施完成情况并在SRM中及时提交更新的MSA报告（提交时间需与APQP提交日期一致），直至所有的检查项目结果均为绿色，其目标完成时间为Job 1之前。

  持续审核（通常在Job1之后）：

  供应商应按照以下频次开展MSA持续审核和纠正预防措施的跟进：

  - 非JLRQ批准供应商现场每6个月一次

  - JLRQ供应商现场每12个月一次

assessment, unless the Supplier has an approved exemption from CJLR MP&L.

- **Ongoing Performance**

  Suppliers must maintain minimum levels of performance in several metric categories. A Supplier can lose JLRQ for poor performance in one category or cumulative poor performance in the past 6 mature months as reported in SRM.

  - Overall Supplier Site PPM.
  - Low Commodity Comparison PPM
  - Delivery Rating
  - Field Service Action
  - Stop Shipment
  - Violation of Trust

  Note: for detailed scoring explanation, refer to Chapter 5.0 JLRQ scoring thresholds

- **Manufacturing Site Assessment (MSA)**

  The Manufacturing Site Assessment evaluates whether or not the Supplier is performing up to customer expectations. Upon request, Suppliers must carry out MSA on-site activities and follow up corrective & preventative actions (as needed) with guidance by CJLR Site STA.

  Initial assessment:

  - MSA of newly introduced Supplier Sites normally is carried out by CJLR Site STA at Supplier Sites.

  - After CJLR Site STA completes initial MSA and uploads report into SRM, the newly nominated Suppliers shall follow up corrective & preventative actions on a monthly basis and update MSA reports in SRM timely (submission date should be aligned to monthly APQP submission). The target date for the Supplier achieving 100% Green is prior to Job 1.

  Ongoing assessment (normally after Job1):

  Suppliers shall carry out MSA activities and follow up corrective & preventative actions based on the following frequencies:

- Non-JLRQ Supplier Site, every 6 months
- JLRQ Supplier Site, every 12 months

1.2 先期质量策划

所有供应商及其分供方均须按照AIAG最新版本APQP参考手册建立先期产品策划过程。

当供应商被CJLR确定为APQP优先级供应商时，供应商必须执行CJLR优先级供应商APQP管理程序。详见第2.0章 优先级供应商APQP过程。

1.2 Advanced Quality Planning

All the Suppliers and its sub-suppliers shall have comprehensive advanced quality planning processes in place in accordance with the latest AIAG APQP reference manual.

When a Supplier is categorized by CJLR as APQP Priority Supplier, the Supplier must follow CJLR APQP Priority Supplier process. Details refer to Chapter 2.0 APQP Priority Supplier Process.

1.3 特殊特性

供应商应采用多方论证方法，在APQP过程中确定特殊特性，并与CJLR PMST达成一致。

CJLR特殊特性主要包括：

- 关键特性：是指那些可能对满足国家法律法规要求或对人员/产品安全产生影响的特殊特性；
- 重要特性：是指那些可能显著影响产品主要功能和顾客满意度（非安全或法规方面）的特殊特性。

CJLR所要求的特殊特性将定义在图纸、规范、特殊特性汇总表（即：K表）等中。

对于所有特殊特性，除CJLR另作说明外，供应商必须依据AIAG PPAP手册和SPC参考手册的定义确保满足过程能力要求。接收标准见以下矩阵图：

1.3 Special Characteristics

The Supplier shall use a multidisciplinary approach to define Special Characteristics, and agree with CJLR PMST during APQP.

CJLR Special Characteristics mainly include:

- Critical Characteristic: are special characteristics that can affect compliance with government regulatory requirements or personnel/product safety.
- Significant Characteristic: are special characteristics that can have significant impact on main functions of product associated with customer satisfaction (not relating to safety or legal).

CJLR required Special Characteristics are identified on drawings / specifications / Special Characteristics Summary Sheet (a.k.a. Supplement K), etc.

For all Special Characteristics, The Supplier is required that processes shall meet process capability and SPC requirements as defined in the AIAG PPAP and SPC reference manual, unless otherwise specified by CJLR. The acceptance sees below matrix:

特性 Feature	标识 Symbol	Ppk值 Ppk Value	Cpk值 Cpk Value
关键特性 Critical Characteristics	CC	≥1.67	≥ 1.33
重要特性 Significant Characteristics	SC	≥1.67	≥ 1.33

CJLR要求供应商在过程流程图、FMEA、控制计划、作业指导书和其它相关文件中书面定义特殊特性和其控制要求，并保证能力指数满足规定要求和在生产中不断改进。如果所要求的能力不能满足既定要求，则供应商必须采取防误防错方法或进行100%检测。

当CJLR要求时，供应商必须提供特殊特性的检测和可追溯性数据。供应商须按照IATF 16949要求，保证在整个供应商链的产品可追溯性至少到制造批次。

Suppliers are required to document Special Characteristics and control requirements into Process Flow Chart, FMEA, Control Plan, work instructions and other associated documents, and to ensure the capability indices are achieved and improved throughout production. If the required capability cannot be reached then mistake-proofing methods or 100% testing is mandatory.

Upon request of CJLR, the Supplier shall provide measurement/testing and traceability data for special characteristics. The Supplier must ensure product traceability by manufactured lot (at a minimum) throughout the supply chain in accordance with IATF 16949 requirements.

1.4 法规认证要求

供应商有责任自身符合和支持CJLR满足相关市场所要求的法规认证要求，包括且不限于中国强制认证（CCC）。

当CJLR要求时，供应商有责任提交认证证书复件和其它相关质量记录。

当供应商未按照计划通过第三方认证或任何一次定期审核，和/或发生其它不符合要求的情况时，供应商必须及时向CJLR PD法规认证部门通报。

1.4 Compliance to Homologation

Suppliers have obligation to be in compliance with and support CJLR's compliance with any homologation and legal requirements applied in corresponding markets, including but not limited to CCC certification in China.

Upon CJLR's request, the Supplier is obligated to submit the certification prove and/or other quality records.

The Supplier must report to CJLR PD Dept. Homologation team timely in case the Supplier fails to pass certification or any periodic audits from the 3rd parties as planned, and/or has any issues of incompliance to the requirements.

1.5 变更管理

1.5 Change Management (SREA)

供应商不允许对CJLR已经PPAP批准的任何产品（包括总成、分总成、零件、材料等）或生产产品的过程实施非批准的变更。

当供应商对任何一个零件已完成PPAP批准的条件申请变更时，必须遵循CJLR SREA（供应商工程批准申请）过程。

CJLR PPAP条件变更分类列举（但不限于）如下：

1. 一级供应商或CJLR指定的二级供应商的制造场地/地点的变更；

2. 生产制造过程的变更；

3. 产品设计或工程规范的变更，无论是临时的还是永久的。

详细的变更定义参见AIAG PPAP手册。

供应商在向CJLR生产采购员提交变更申请时必须同时提交实施计划，并且只有在获得SREA申请批准后才可以实施变更计划。

备注：

- 分供应方提出的制造工艺或生产场地/地点的变更应得到一级供应商的批准；
- CJLR指定的二级供应商应提交SREA给CJLR和一级供应商批准。

The Supplier is not permitted to make any unauthorized changes to a product (including assembly, sub-assembly, component, and material etc.) or the processes used to produce a product that have been previously PPAP approved by CJLR.

CJLR SREA – *Supplier Request for Engineering Approval* process must be followed whenever a change to a part's PPAP condition is requested by the Supplier.

In CJLR the PPAP changes are grouped but not limited as follows:

1. A change to the Tier 1 or a CJLR directed Sub-tier manufacturing site/location.

2. A change to a production manufacturing process.

3. A change to the product design or engineering specification, no matter temporary or permanent.

Detailed definition of change is as specified in the AIAG Production Part Approval Process (PPAP).

The Supplier shall submit change application to CJLR Production Purchasing with an implementation plan, and only can implement the change plan after getting SREA application approval from CJLR.

Note:

- Changes in manufacturing processes or sites/locations proposed by sub-supplier require approval of the Tier 1.
- CJLR Directed Tier 2 Supplier is required to submit the SREA to both CJLR and the Tier 1 Supplier for approval.

1.6 分供方管理

在该手册中陈述的要求应适用于供应商对于其分供方的质量体系的要求。当CJLR要求时，供应商应提交对其分供方的产品和过程批准记录，和以及相应的质量记录。当供应商已批准的分供方清单有变更时，供应商应通知CJLR；并应按照SREA程序中

1.6 Sub-supplier Management

The requirements set out in this CJLR Supplier Quality Requirements Handbook shall also apply to the quality system that the Supplier sets up with its x-tier sub-suppliers. Upon CJLR's request the Supplier shall submit product & process approvals for its sub-suppliers and the corresponding quality

定义的要求获得CJLR的批准。

供应商应负责其分供方的管理和持续改进，该责任同样适用于对由CJLR指定的分供方的管理。CJLR保留根据需要进入分供方现场的权利。

records. The Supplier shall notify CJLR of any changes to their approved sub-supplier list and request CJLR's approval following the processes defined in SREA procedure.

The Supplier is responsible for the control and continuous improvement efforts of its sub-suppliers. That responsibility also applies to sub-suppliers directed by CJLR. The Supplier shall enable visits by CJLR at its sub-suppliers' sites.

1.7 SRM应用

供应商应按照要求运用SRM IT系统以管理STA相关活动，包括并不限于：APQP、PPAP、PSW工作计划、产能分析、8D、JLRQ、MSA。

供应商应指派有能力的人员在SRM IT系统中完成相关工作任务。

1.7 SRM Application

The Supplier shall use SRM IT system to manage STA activities upon the request, including but not limited to APQP, PPAP, PSW Work Plan, Capacity Analysis, 8D, JLRQ, MSA.

The Supplier must designate capable persons to operate in the SRM IT system with various tasks.

2.0 优先级供应商APQP过程

基于CJLR内部整车项目管理的产品开发系统（PCDS），CJLR采用优先级供应商APQP管理过程，与供应链合作管理零部件开发过程。

在APQP启动前，CJLR项目小组基于供应商现场准备状态、零部件关键程度和项目管理风险等方面的评估确定优先级供应商。在定点后由奇瑞捷豹路虎的产品开发、采购、供应商技术支持与供应商组成的跨职能小组，将共同工作，并持续至完成零件PPAP。

2.0 APQP Priority Supplier Process

CJLR applies a Priority Supplier APQP process for working with the supply base to manage part development processes under its own Product Creation & Development System (PCDS) for vehicle development programme management.

Before APQP kick-off, CJLR programme team will target the Priority Suppliers based upon a prioritization model that assesses risk related to Supplier Site readiness, part criticality, and programme specific concerns and so on. After nomination, a core cross-functional team made up of representatives from CJLR PD, Buyers, STA, and the Supplier will work together until successful completion of part PPAP.

2.1 一般要求

针对每一个待开发的项目，供应商均应指定项目工程师/经理，当CJLR要求时，其必须为整个项目小组的成员。

2.1 General Requirements

The Supplier shall have a designated project engineer / manager for each development project, who will be available upon request by CJLR to be

供应商有责任向CJLR项目小组及时汇报可能影响项目进度、质量等风险，同时供应商应具有减少项目风险以确保项目安全投产的清晰的行动计划。

part of the overall project team.

The Supplier is obligated to report promptly to CJLR programme team about any risks may affect programme schedule, quality etc. Meanwhile the Supplier must have clear action plan to reduce the risks to ensure programme safe launch.

2.2 启动会议和评估

优先级供应商APQP过程起始于启动会议，并就供应商的生产准备进展进行至少四次深度的评估。会议要求概述如下所示：

2.2 Kick-off Meeting and Evaluations

The Priority Supplier APQP process begins with a Kick-Off meeting and proceeds with a minimum of 4 cross-functional deep dive Evaluations of the Supplier's progress towards manufacturing readiness. An overview of the meeting requirements is listed below:

优先级供应商APQP启动和评估简图

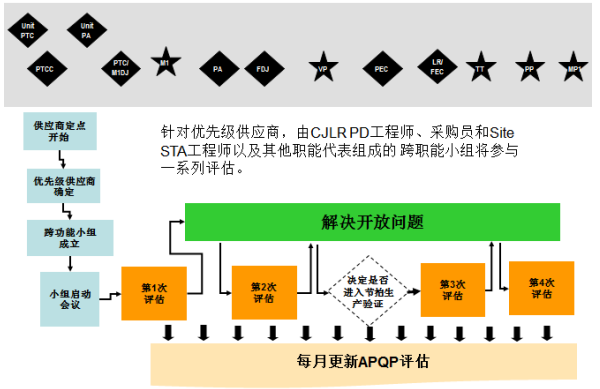
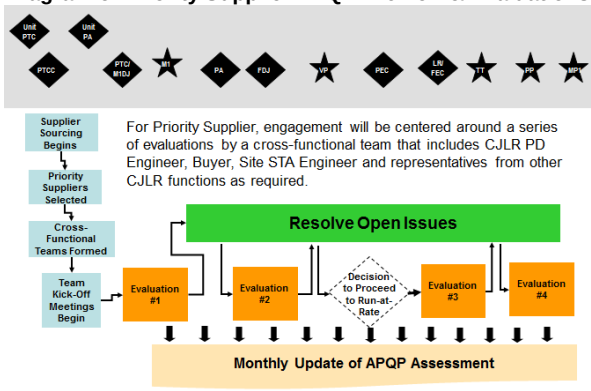


Diagram of Priority Supplier APQP Kick-off & Evaluations



优先级供应商小组会议概述
Priority Supplier Team Meeting Overview

会议 Meeting	地点 Location	时间安排 Timing	时长 Duration	主要目的 Main Purpose
项目启动会议Kick-Off Meeting	CJLR工厂、供应商工厂或 远程会议（视情况而定） CJLR facility, Supplier facility, or teleconference (according to team preference)	PT: <Unit PTC> to <PTCC> UN: <PSC> to 3 months after PTCC UP: <PTCC> to <PTC/M1DJ>	2 – 3小时 2-3 Hours	- 介绍双方小组成员 To introduce both team members - 沟通和就项目和时间表达成一致 To communicate and agree on the required programme and process timing.
第一次评估 Evaluation #1	供应商制造工厂或其它适用地点 Supplier's manufacturing facility or as applicable	PT/UN: <PTCC> to <PTC/M1DJ> UP: <PTC/M1DJ> to <PA>	1 – 2天 1-2 Days	验证所有 APQP 要素的策划活动 To validate planning activities for all APQP elements.
第二次评估 Evaluation #2	供应商制造工厂或其它适用地点 Supplier's manufacturing facility or as applicable	早于<VP> MRD Prior to <VP> MRD	1- 2天 1-2 Days	验证 VP 造车准备情况，以及节拍生产准备情况 To validate VP Build preparedness and extent to Run-at-Rate readiness.
第三次评估 Evaluation #3	供应商制造工厂或其它适用地点 Supplier's manufacturing facility or as applicable	UN/UP: 早于TT MRD Prior to TT Build MRD PT: 早于生产验证MRD Prior to Production Validation MRD	1 – 2天 1-2 Days	验证 PPAP 阶段 1 要求的完成情况 To validate the completion of PPAP Phase 1 requirements
第四次评估 Evaluation #4	供应商制造工厂或其它适用地点 Supplier's manufacturing facility or as applicable	非排序件早于PP MRD；排序件早于MP1 MRD Prior to PP Build MRD for non-sequenced parts/ MP1 Build MRD for sequenced parts	1 – 2天 1-2 Days	验证 PPAP 阶段 3 要求的完成情况 To validate completion of PPAP Phase 3 requirements

2.3 APQP要素

供应商应完成31个APQP要素中定义的所有任务，

2.3 APQP Elements

The Supplier shall complete the tasks defined in

并且在SRM系统中按照要求的时间提交所需的交付物和期望的相关文件/记录和行动计划。

详细的APQP要素要求，供应商应参照CJLR发布的APQP和PPAP手册，或咨询对口STA和PD COC工程师。

31 APQP elements, and submit the required deliverables/expectation documents/records, action plans in a required period in SRM system.

For detailed APQP element requirements, The Supplier should refer to related APQP/PPAP manual released by CJLR, or consult to corresponding STA and PD COC.

优先级供应商APQP要素表
Priority Supplier APQP Element Chart

1.	采购决策 Sourcing Decision
2.	顾客输入要求 Customer Input Requirements
3.	工艺/外观批准报告 Craftsmanship / Appearance Approval Report
4.	设计潜在失效模式及后果分析 DFMEA
5.	设计/制造评审 Design/Manufacturing Reviews
6.	设计验证计划和报告、材料、性能测试结果 DVP&R, Material, Performance Testing Results
7.	分供方APQP状态 Subcontractor APQP Status
8.	设施、工装和检具 Facilities, Tools & Gauges
9.	样件控制计划 Prototype Build Control Plan
10.	样件制造 Prototype Builds
11.	图纸、规范、设计记录 Drawings & Specifications, Design Records
12.	工程变更文件 Engineering Change Document
13.	小组可行性承诺和顾客工程批准 Team Feasibility Commitment / Customer Engineering Approval
14.	制造过程流程图 Manufacturing Process Flowchart
15.	过程潜在失效模式及后果分析 PFMEA
16.	测量系统分析 Measurement System Analysis
17.	实验室资质文件 Qualified Laboratory Documentation
18.	检查辅具 Checking Aids
19.	试生产控制计划 Pre-launch Control Plan
20.	操作指导书 Operator Process Instructions
21.	包装规范 Packaging Specifications
22.	生产试运行 Production Trial Run
23.	生产控制计划 Production Control Plan
24.	尺寸测量结果 Dimensional Results
25.	初始过程能力 Initial Process Capability
26.	生产验证试验 PV Testing
27.	生产件批准书 PSW
28.	散装材料要求 Bulk Material Requirements
29.	生产样件 Sample Product
30.	标准样件 Master Sample
31.	符合性记录 Record of Compliance

3.0 阶段性PPAP和PSW批准

为提高投产绩效，CJLR将生产件批准程序（PPAP）分阶段控制，要求供应商在整车投产（Job#1）前证实其制造能力、产品质量和产能。

阶段性PPAP将生产件批准程序划分为4个阶段：

- 阶段0：“节拍生产”
- 阶段1：“质量验证”
- 阶段2：“生产验证”
- 阶段3：“产能验证”

供应商应按照计划的日期开展PPAP，以确认是否满足所有CJLR工程设计要求、规范要求和过程要求，并且其过程在要求的生产节拍下的实际生产中有能力持续生产满足这些要求的产品。

3.0 Phased PPAP and PSW Approval

In order to improve launch performance, CJLR has structured the Production Part Approval Process (PPAP) into a phased approach that will require Suppliers to demonstrate manufacturing capability, product quality and production capacity prior to Job 1.

Phased PPAP organizes the Production Part Approval Process into four phases:

- Phase 0: Run-at-Rate
- Phase 1: Quality Verification
- Phase 2: Production Verification
- Phase 3: Capacity Verification

The Supplier shall conduct the PPAP according to the date specified. PPAP shall determine whether or not all CJLR engineering design requirements, specification requirements and process requirements are met by the Supplier and that the processes have the defined capabilities to produce components consistently meeting these requirements during an actual production run at the quoted production rate.

3.1 阶段0: 节拍生产

目的：提供一个早期指标，表明过程/工装/设施的设计有潜力按照试生产控制计划和确定的生产速率生产要求数量的可接受生产件。

阶段0是在至少一条生产线上进行的小批量生产件节拍生产，并非证明该生产线的所有PPAP要求都得到满足。

阶段0需及时计划，以便支持TT MRD之前的阶段1 PSW活动。供应商负有提前策划和尽早开展节拍生产的责任。

阶段0不要求提交零件提交保证书，但应提交经供应商签署的产能分析报告。另外，如有需要，供应商应准备好节拍生产阶段结果供STA工程师审核及批准。

供应商应运用阶段0检查清单以支持CAR批准。

3.1 Phase 0: Run-at-Rate

Objectives: To provide an early indicator that the design of the process/tool/facility has the potential to produce at rate the required number of acceptable parts based on pre-launch control plan.

Phase 0 is a limited run-at-rate of parts for at least one production stream, not a demonstration that all PPAP requirements have been met for that production stream.

Phase 0 needs to be planned at a time to support Phase 1 PSW before TT MRD. It is Supplier’s responsibility to plan ahead and be ready for run-at-rate as early as possible.

Phase 0 does not require a Part Submission Warrant, however a Capacity Analysis Report must be submitted and signed by the Supplier. In addition, the Supplier shall have results from Run-at-Rate readily available for STA Engineer review and approval where required.

The Phase 0 checklist should be used by the Supplier to support CAR approval.

3.2 阶段 1: 质量验证

目的：确认供应商正确地理解了所有顾客设计记录和规范要求。

提供一个早期指标，表明过程/工装/设施的设计有潜力在实际生产过程中至少在一条所选的生产线上能按报价时所确定的生产速率生产持续满足要求的产品。阶段1证明一条生产线能满足所有PPAP要求。

此阶段的质量验证必须运用出自阶段0的生产件。

阶段1 PSW批准应在正常项目节点TT MRD之前完成。

阶段1要求PSW提交和顾客批准，提交等级依据AIAG PPAP手册或由STA提出的特别要求。

供应商PPAP检查清单须完成和提交以支持PSW批准。

3.2 Phase 1: Quality Verification

Objectives: To confirm all customer design record and specification requirements are properly understood by the supplier.

To provide an early indicator that the design of the process/tool/facility has the potential to produce product consistently meeting these requirements during an actual production run at the quoted production rate by operating a minimum of one selected production stream. Phase 1 demonstrates that all PPAP requirements have been met for one production stream.

Parts produced during Phase 0 must be utilized for the quality verification at this phase.

Phase 1 PSW approval is required before vehicle programme TT MRD.

Phases 1 requires a PSW and customer approval in line with the AIAG PPAP submission level requirements or as otherwise specified by STA.

Supplier PPAP Checklist must be completed and submitted with PSW for approval.

3.3 阶段2：生产验证

目的：确认供应商正确地理解了所有顾客设计记录和规范要求，并且**所有**生产线有潜力在实际生产过程中能按报价时所确定的生产速率生产持续满足要求的产品。阶段2证明所有生产线能满足所有PPAP要求。

阶段2 PSW批准（需要时）应在整车项目PP MRD之前完成。

阶段2要求PSW提交和顾客批准，提交等级依据AIAG PPAPP手册或由STA提出的特定要求。

3.3 Phase 2: Production Verification

Objectives: To confirm all customer engineering design record and specification requirements are properly understood by the Supplier, and that ALL production streams have the potential to produce product consistently meeting these requirements during an actual production run at the quoted production rate. Phase 2 demonstrates that all PPAP requirements are met for all production streams.

Phase 2 PSW approval (if applicable) is required before vehicle programme PP MRD.

Phase 2 requires a PSW and customer approval in line with the AIAG PPAP submission level

requirements or as otherwise specified by STA.

3.4 阶段3：产能验证

目的：验证在满足阶段2的要求后，供应商的生产系统能支持客户的产量要求。

非排序件的阶段3 PSW批准应在整车项目PP物料到货日期前完成。

排序件的阶段3 PSW批准应在整车项目MP1 MRD之前完成。

阶段3要求PSW提交和顾客批准，提交等级依据AIAG PPAP手册或由STA提出的特定要求。另外，阶段3还要求供应商完成产能分析报告，以支持PSW批准。

3.4 Phase 3: Capacity Verification

Objective: Verify the Supplier's production system can support customer declared volume requirements while meeting Phase 2 requirements.

Phase 3 PSW approval for non-sequence parts is required before vehicle programme PP MRD.

Phase 3 PSW approval for sequence parts is required before vehicle programme MP1 MRD.

Phases 3 requires a PSW and customer approval in line with the AIAG PPAP submission level requirements or as otherwise specified by STA. Additionally Phase 3 requires Suppliers to complete the Capacity Analysis Report to support PSW approval.

3.5 PSW工作计划

供应商应依据CJLR项目时间要求和CJLR项目小组输入，建立阶段性PPAP和要求的PSW批准时间计划，并应在计划的时间内完成相关任务。

时间计划和跟进应在SRM系统中进行。

如果时间计划未达成，供应商应建立与CJLR项目小组达成一致的纠正措施计划，并实施与跟进。

3.5 PSW Work Plan

The Supplier is required to set up timing plan and complete related tasks by planned dates for phased PPAP and required PSW approval according to CJLR programme timing requirements and input from CJLR programme team.

The timing plan and follow-up shall be completed in SRM system.

If this timing is not achieved then the Supplier shall develop and agree with CJLR programme team a corrective action plan. The action plan must be implemented and tracked.

3.6 PPAP 提交等级

以下是CJLR PPAP提交等级要求总览。供应商可与CJLR Site STA工程师确认更为详细的要求。

3.6 PPAP Submission Level

Below is an overview of CJLR PPAP submission level requirements. For detailed requirements, the Supplier should check with CJLR Site STA Engineers.

供应商工厂的JLRQ状态 Supplier Site JLRQ Status	新车型零件状态New Model Part Status	描述 Description	PPAP提交等级 PPAP Level	新车型 New Model	现有车型 Current Model
获得JLRQ批准 JLRQ	非优先级 Non-Priority	供应商工厂根据阶段性PPAP提交要求自行批准 Supplier Site self certifies to Phased PPAP Requirements	1	是 Y	是 Y
无论JLRQ批准状态 Regardless of JLRQ status	不适用于新车型Not Applicable for New Models	提交保证书、产品样品和STA要求提交的有限的支持数据 Warrant with product samples and limited supporting data submitted to STA	2	否 N	是 Y
未获得JLRQ批准 Non JLRQ	非优先级 Non-Priority	STA审核供应商工厂提交电子档PPAP文件 STA desktop review of Supplier Site PPAP submission and accompanying documentation	3	是 Y	是 Y
无论JLRQ批准状态 Regardless of JLRQ status	不适用于新车型Not Applicable for New Models	提交保证书和其它STA定义的提交要求 Warrant and other requirements as defined by STA	4	否 N	是 Y
无论JLRQ批准状态 Regardless of JLRQ status	优先级 Priority	STA在供应商工厂现场审核PPAP过程和文件 STA On-Site review of Supplier Site PPAP submission and accompanying documentation	5	是 Y	是 Y

3.7 PSW批准

- “批准”– 是在指零件满足所有顾客规范要求，供应商被授权根据顾客计划发运产品。
- “临时批准”– 是在某些PPAP要求没有得到满足的情况下所给予的批准，例如：
  - PV试验未完成
  - 尺寸超出公差范围
  - 未使用指定生产流程生产零件——如，紧急变更导致返工、使用临时工装/设施、并非所有设备均处于内部生产线上
  - 与要求的节拍时间有偏差

  “临时批准”允许在有限的时间范围或零件数量的前提条件下，发运CJLR生产需要的材料。

3.7 PSW Approval

- "Approval" – part meets all customer specifications and requirements. The Supplier is authorized to ship production quantities of the product, subject to releases from the customer scheduling activities.
- "Interim Acceptance" – applies for some PPAP requirements not being met, for example:
  - PV testing not complete
  - Dimension out of tolerance
  - Parts not produced using intended production flow – e.g., rework due to urgent change, use of temporary tooling/facility, not all equipment on home-line
  - Deviation to required cycle time

供应商应准备和在基于支持性文件和结果的基础上签署“临时批准”，并需要获取CJLR PD批准的 Alert。

“临时批准”应在TT MRD之前完成。

- “拒绝”– 是指提交的PPAP不符合顾客的要求。在按批量发运之前，必须重新提交和批准。

IPSW permits shipment of material for production requirements to CJLR on a limited time or piece quantity basis.

The Supplier should prepare and sign an IPSW based on documents and results that support the IPSW, and obtain an approved Alert from CJLR PD.

IPSW is required to support TT MRD.

- "Reject" – means that PPAP submission does not meet customer requirements. The re-submission shall be approved before production quantities may be shipped.

4.0 安全投产质量控制

针对CJLR新车型投产项目、新开发的零件、首次与CJLR合作的供应商，或者由项目管理支持小组确定的 其它情况，为减少投产风险，供应商应在CJLR整车项目节点从TT到Job1爬坡阶段，采取内部安全投产质量控制方法。

供应商应建立 “防火墙”，在正常生产过程/生产线以外进行100%额外质量检验，以迅速识别可能在供应商处所发生的质量问题和及时采取纠正措施。当CJLR要求时，供应商将在确定的时间或数量范围开展以上活动，并按照要求提供安全投产质量控制检验/测量数据。

供应商应针对投产阶段所有的发现采取行动计划以识别遗漏的失效模式和能力提升的需要，并将这些失效模式和相应的控制方法更新入书面文件，如：FMEA、控制计划和作业指导书等。

4.0 Safe Launch Quality Control

For CJLR new model launch programmes，newly developed products, newly sourced suppliers, or any situations decided by PMST, to reduce launch risks, The Supplier shall apply internal safe launch quality control during the period of CJLR vehicle programme from TT to Job1 ramp up.

Firewall with additional 100% quality inspection outside the normal production processes / production lines shall be set up by Suppliers to enable quick identification and corrective action for any quality issues that may arise at Supplier’s location. Upon CJLR request, the Supplier probably will be required for a defined timeframe or quantity for the activities. The safe launch quality control inspection / measurement data should be available to CJLR PMST as needed.

For all findings during launch period, the Supplier shall develop action plans to identify missed failure modes or capability improvement needs. The failure modes and control methods should be updated into written documents, e.g. FMEA, Control Plan, Work Instruction, etc.

5.0 JLRQ 评分标准

每个供应商现场JLRQ起始得分为1000分，通过反映最近6个成熟月现场绩效的计算结果，现场可得

5.0 JLRQ scoring thresholds

Every Supplier Site starts with a JLRQ score of 1,000 points. Based on calculations in the metric

分或失分。供应商首次获得JLRQ授予的最低分数为1000分，供应商至少保持800分才能维持JLRQ授予状态。每个供应商现场的JLRQ分数将在SRM系统中自动计算，JLRQ总分每月15日刷新。

JLRQ分数计算调整遵循以下规则：

categories which reflect the most recent six mature months of data, the site gains or loses points according to its performance. The Supplier must have a minimum of 1000 points for the initial JLRQ awarding and must have a minimum of 800 points to maintain JLRQ status. The JLRQ score of each Supplier Site will be calculated in SRM system automatically and JLRQ overall score will be refreshed on 15th every month.

Adjustments to the JLRQ Score will be calculated for the following metrics:

绩效指标 PERFORMANCE METRICS	潜在JLRQ分数调整 POTENTIAL JLRQ SCORE ADJUSTMENTS
1. 能力体系 1. Capable Systems	**0或-250分 0 or -250 Points**
2. 持续绩效 2. On-going Performance	
2.1供应商工厂整体PPM 2.1 Overall Supplier Site PPM	100至0分 100 to 0 Points
2.2 产品组PPM绩效 2.2 PPM Commodity Performance	100至-250分 100 to -250 Points
2.3 交付评级 2.3 Delivery Rating	100至-250分 100 to -250 Points
2.4 保修 2.4 Warranty	JLRQ不适用 Not used in JLRQ
2.5 现场服务措施 2.5 Field Service Actions	0或-250分 0 or -250 Points
2.6 停止发运 2.6 Stop Shipment	0，-100或-250分 0, -100, or -250 Points
2.7 违背诚信原则 2.7 Violation of Trust	0或-250分 0 or -250 Points
3. 制造现场评估 3. Manufacturing Site Assessment	**0，-150或-250分 0, -150 or -250 Points**

备注：更为详细的要求和评分规则参见JLRQ手册。

Notes: Detailed requirements and scoring rule refer to JLRQ Manual.

6.0 供应商绩效管理和升级过程

从零件来料检验到存储、生产和售后服务，CJLR通过一些影响工厂业绩的主要指标对供应商进行绩效管理。评估指标包括但不限于以下方面：

- 世界一流产品审核（WCPA）

6.0 Supplier Performance Management & Escalation Process

From part incoming inspection, to warehousing, production and after-sales service, CJLR carries out supplier performance management and supplier escalation through some primary metrics that impact CJLR plant performance. The

- QR 状态
- 8D 状态
- 生产停线时间
- 售后问题
- JLRQ 绩效，等

根据供应商绩效表现，所有供应商现场将划分为5个级别进行分类：

- 业务常态
- 工厂关注
- 业务影响
- 业务损害
- 长期问题

以下是供应商绩效管理工具和升级框架，该升级框架的目的是通过阶段性的办法和采用一些工具，以保护CJLR工厂免于不稳定物料的影响，以及将供应商提升至期望的绩效水平。

assessment metrics include, but are not limited to:

- World Class Product Audit (WCPA)
- QR status
- 8D status
- Production line downtime
- Warranty
- JLRQ performance, etc.

According to supplier performance, all Suppliers will be categorized into 5 stages:

- Normal Business
- Plant Focus
- Business Impact
- High Hurt
- Chronic State

Below is a summary of supplier performance management tools and the frame of escalation. The intention of the escalation framework is to implement a staged approach to the tools and techniques that CJLR will utilise to protect the plant from incoming product instability, and subsequently return the Supplier to an acceptable level of performance.

级别 Category		业务常态 Normal Business	工厂关注 Plant Focus	业务影响 Business Impact	业务损害 High Hurt	长期问题 Chronic State
CJLR行动 CJLR Action	8D	O	←	←	←	←
	遏制行动 Containment Actions		O	←	←	←
	一级控制发运 CSL 1			O	←	←
	二级控制发运CSL2			O	←	←
	供应商现场再审核 Re-MSA				O	←
	PSW降级为临时批准 PSW Reduction to IPSW				O	←
	JLRQ撤销(考虑) JLRQ Revoke (consideration)				O	←
	长期问题供应商管理 Chronic Supplier Management					O
Supplier Expected Action 期望供应商采取的行动		-防止CJLR工厂受影响的行动 Action taken to prevent CJLR plant impact. -永久的纠正措施 Permanent corrective action	- 防止CJLR工厂受影响的行动 Action taken to prevent CJLR plant impact. -永久的纠正措施Permanent corrective action. -改进的强有效的永久措施 Improved robustness of PCA effectiveness.	-供应商端的先期问题解决 Advanced Problem solving by Supplier. -为保护CJLR工厂不受影响采取额外的控制行动 Additional action taken to prevent CJLR plant impact. -供应商执行额外检查 Additional inspection by Supplier. -供应商进行过程验证 Process confirmation by Supplier.	- CJLR对供应商过程重新验证 Supplier process re-verification by CJLR - 供应商的高级管理层负责质量问题响应 Supplier Senior Executive leads quality of response.	供应商的CEO、COO负责质量问题响应 Supplier CEO/COO leads quality of response.

每一个供应商现场的状态起始于“业务常态”。当供应商发生升级或降级时，CJLR 采购部将向供应

Each Supplier Site starts with “Normal Business” status. When the Supplier’s escalation status is

商发出正式的通知函。供应商应采取及时措施，最大程度地减少对 CJLR 工厂所造成的负面影响。

需要时，供应商高层管理人员可能被邀请前往 CJLR 工厂参加升级沟通会议。

changed to escalation or de-escalation, the Supplier will receive a formal notification letter from CJLR Purchasing Deptment. The Supplier is required for taking prompt actions to reduce the negative impact to CJLR plant. Meanwhile the Supplier top management might be invited to an escalation communication conference at CJLR plant.

6.1 质量拒收 (QR)

当CJLR工厂质量部门发起关于供应商质量不合格的质量拒收（QR）时，供应商将收到通过CJLR IT系统自动发送的通知邮件。

同时供应商将收到发自CJLR PPQ STA团队的8D报告通知，供应商应按照第6.2章节所述要求进行8D问题分析，并且在CJLR SRM系统中完成8D报告。

当对QR有异议时，供应商须在30个自然日内向CJLR工厂质量部门提交申诉。CJLR将拒绝超过30个自然日的申诉。

QR中的拒收数量将用于供应商现场JLRQ PPM成绩的计算。

供应商可能将收到发自CJLR物流部的关于缺陷零件的退货订单，并被要求在收到正式通知的48小时内前往CJLR工厂取回有缺陷的和可疑的零件。同时供应商有可能收到CJLR相应的已付款缺陷件和连带损失（包括但不限于：生产停线、返工/返修人工费，由供应商缺陷件导致的其它零件的报废或损坏）的质量索赔。

6.1 Quality Reject (QR)

The Supplier will receive a formal notification sent via CJLR IT system automatically as soon as CJLR PQ Department issues a QR because of Supplier's non-conforming products.

Meanwhile the Supplier will also receive an 8D reporting notification from CJLR PPQ STA and is required to conduct 8D analysis and complete 8D report in CJLR SRM system in accordance with the requirements as described in chapter 6.2.

The Supplier should raise disputation to CJLR PQ Department within 30 calendar days in case of any disagreement about the QR. CJLR will reject the disputation after 30 days.

The reject quantity of QR is counted into Supplier Site JLRQ PPM performance.

The Supplier probably will receive Return PO of the defective parts from CJLR MP&L Department for taking back the defective and suspicious parts within 48 hours after receiving the formal notification, and also will probably get quality claim from CJLR on the paid defective parts and relative CJLR associated losses including but not limited to production line stoppage, labor of reparation/rework, scrap or damage of other parts caused by the Supplier defective parts, etc.

6.2 8D问题解决方法

供应商应具备有资质和能力的人员，运用基于数据的问题解决工具和技术，快速和永久地解决产品和过程问题。结构化的问题解决过程应得到运用，如

6.2 8D Problem Solving Method

The Supplier shall have qualified personnel with the ability to quickly and permanently resolve product and process issues using data driven problem resolution tools and techniques. Problem

8D过程、六西格玛方法等，以保证根本原因的验证和纠正措施有效性的确认。（结构化的问题解决过程不仅应运用于量产后，还应运用于产品/过程开发、确认和验证的APQP阶段。）

当CJLR发现供应商质量问题时，CJLR PPQ STA将在SRM系统中发起8D要求。供应商应遵循8D方法论并按照CJLR的时间要求开展问题解决。CJLR将从8D响应及时性和问题解决复发等方面考核供应商问题解决表现。

resolution must be conducted using a structured process like the 8-Discipline process, Six Sigma methodology or any other processes that includes verification of the root cause and validation of corrective action effectiveness. (Structured problem solving process should be utilized not only during series production phase, but should also during the product/process development, verification and validation phases of the APQP process.)

CJLR PPQ STA will generate an 8D request in SRM system when supplier quality problems are detected by CJLR. The Supplier is required to carry out problem solving in accordance with 8D methodology and follow CJLR related requirements on timeframe. CJLR will measure supplier problem solving performance based on its 8D responsiveness and Issue Reoccurrence.

Step **步骤**	**Actions Required** **要求的行动措施**	**Time Required** **时间要求**
D3 及之前步骤 D3 and prior	制定遏制措施计划，并对所有可疑品开展排查，确保采取遏制措施后的发运中无不合格产品。 Establish containment plan, carry out sweeping check for all the suspicious materials, and ensure no further non-conforming material is dispatched through certified shipping.	收到通知后 24 小时内 within 24 hours of notification
D4 & D5	开展有效的根本原因分析和制定永久措施实施计划 Establish a robust root cause analysis and temporary corrective action	收到通知后 15 个自然日内 within 15 calendar days from notification
D6	实施永久措施 Implement permanent corrective action	收到通知后 30 个自然日内 within 30 calendar days from notification
D7 & D8 (8D 关闭) D7 & D8 (8D close out)	采取预防性措施以避免同样问题发生在同类产品上，并关闭 8D。 Take Preventive measures to prevent recurrence across all similar products and close 8D.	收到通知后 60 个自然日内 within 60 calendar days from notification

备注：

1. *供应商提交的完整8D，只有在获得CJLR Site STA和PPQ STA的在线批准才可关闭。因此为实现8D在60个自然日关闭的目标，供应商应提前适当的日期完成在线8D报告和附件上传（CJLR建议10个自然日左右）。*
2. *如因特殊原因8D报告无法在要求的时间*

Notes:

1. *The Supplier complete 8D is closed only when gets on-line approval from CJLR Site STA and PPQ STA. To ensure achieving 8D closing within 60 calendar days, the Suppliers is recommended to complete on-line 8D report with uploading supportive evidence in SRM about 10 calendar days*

节点提交时，供应商需与STA沟通并获得许可。

before due date.

2. *In case that 8D report is not able to be submitted according to the required timeframe, Suppliers shall communicate with STA and get agreement then.*

问题解决的彻底性将通过在D3和D8完成后的“问题复发”情况来衡量其反应遏制措施和永久纠正措施的有效性。8D活动的业绩表现目标为复发“零容忍”原则（即无复发），而非其它指标。

为达到以上期望，供应商在进行根本原因分析时需运用鱼骨图、5 Why、是/不是等分析工具。

Problem solving integrity will solely be measured on “Issue Reoccurrence” after D3 and D8, this will indicate the robustness of the Problem Solving Event based on Containment and Permanent Corrective Action. There will be no target set for this element of 8D Performance, there will be a “Zero Tolerance” policy related to reoccurrence and only the pure performance reported (No recurrence).

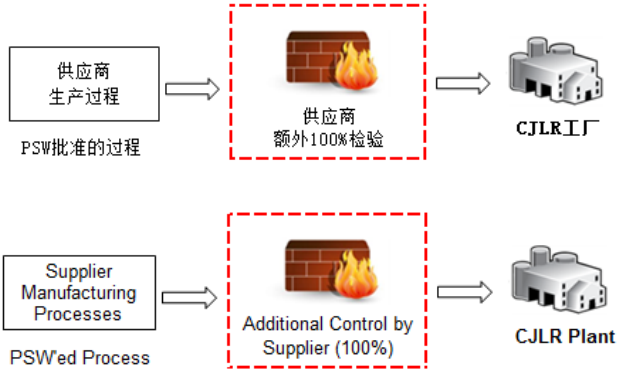
To achieve the above expectation, the Supplier is expected to use proper tools, e.g. Fishbone, 5 Why, Is/Is not, etc., to conduct root cause analysis.

6.3 受控发运水平1（CSL1）

一级受控发运的目的是在CJLR所要求的时间范围内，通过供应商自行对产品进行100%检验的额外遏制行动，从而避免不合格的产品从供应商工厂流出，和帮助其建立快速的纠正行动。

6.3 Controlled Shipment Level 1 (CSL1)

The aim of CSL1 is to prevent non-conforming material from leaving the Supplier Site, and to help establish a much faster corrective action cycle via an additional 100% redundant inspection activity, conducted by the Suppliers themselves, for a period of time prescribed by CJLR.



一旦供应商接收到CSL1通知，应立刻采取以下行动：

- 在现有的生产线和检验工位以外，建立CSL1

The Supplier is required to take actions as soon as being notified of CSL1:

- Establish isolated area for CSL1 activities away from existing production and inspection

隔离区

- 策划和建立CSL1作业指定书（包括检验工具/辅具）、限度样件、可追溯性标识和退出标准，并获得CJLR批准
- 培训CSL1实施人员
- 执行和监控CSL1活动
- 在合格产品的外箱上按要求贴特殊标识
- 召开每日会议评审CSL1数据和结果，以识别CSL1的有效性
- 分析问题的根本原因，建立和实施永久性纠正和预防措施
- 更新相关质量文件（如：过程流程图、FMEA、控制计划、作业指定书等）
- 满足退出标准时，向CJLR STA提交退出审核和支持性证据

详细要求见CSL1通知函

lines.

- Plan and establish CSL1 work instruction (including inspection tools/fixtures), boundary samples, traceability marking and exit criteria, and get CJLR approval.
- Train CSL1 implementation persons.
- Implement and monitor CSL1 activities.
- Special marks required on outer boxes of qualified parts.
- Organize daily meeting to review CSL1 data and result to identify validity of CSL1.
- Analyze root cause of the issue, establish and implement permanent corrective and preventive actions
- Update related quality documents (e.g. Process Flow Chart, FMEA, Control Plan, WIs, etc.)
- When meet exit criteria, submit exit request to CJLR STA with supportive documents.

The more detailed requirements are on CSL1 notification letter.

6.4 受控发运水平2（CSL2）

二级受控发运的目的是在CJLR所要求的时间范围内，通过**CJLR指定的第三方质量服务机构**对产品进行100%检验的额外遏制行动，从而避免不合格的产品从供应商工厂流出，和帮助其建立快速的纠正活动。

6.4 Controlled Shipment Level 2 (CSL2)

The purpose of CSL 2 is the same as CS#1, but the difference is that the Supplier is allowed to carry out an additional 100% redundant inspection only by a 3rd party approved by CJLR.

一旦供应商接收到CSL2通知，应立刻采取以下行动：

- 联系CJLR指定第三方质量服务提供机构，并达成服务协议
- 为CJLR指定第三方质量服务提供机构的CSL2活动提供方便和支持
- 接收和确认CJLR指定第三方质量服务提供机构日报，并跟踪CSL2进展
- 分析问题的根本原因，建立和实施永久性纠正和预防措施
- 更新相关质量文件（如：过程流程图、FMEA、控制计划、作业指定书等）
- 发货前确认在通过CSL2的合格产品的外箱上已经按要求贴有特殊标识
- 满足退出标准时，向CJLR STA提交退出审核和支持性证据

详细要求见CSL2通知函

The Supplier is required to take actions as soon as being notified of CSL2:

- Contact CJLR designated 3rd-party quality service provider and achieve service agreement.
- Provide convenience and support to CJLR designated 3rd-party quality service provider on CSL2 activities.
- Receive and confirm daily report from CJLR designated 3rd-party quality service provider. And follow up the progress of the CSL2.
- Analyze root cause of the issue, establish and implement permanent corrective and preventive actions
- Update related quality documents (e.g. Process Flow Chart, FMEA, Control Plan, WIs, etc.)
- Check the special marks have been attached to the outer boxes of qualified parts out of CSL2.
- When meet exit criteria, submit exit request to CJLR PPQ STA with supportive documents.

The more detailed requirements are on CSL2 notification letter.

6.5 “业务损害”供应商管理过程

当供应商发生严重或不可接受的频发的质量问题，需要CJLR采取立即的供应商管理措施以减少对CJLR工厂的影响时，供应商可能被升级“业务损害”供应商。 此时CJLR Site STA总监将正式通知供应商这一决定，并要求供应商相应级别人员的参与改进活动。

除之前各等级定义的行动之外，将有 Site STA 主导采取以下工具/控制方法：

- 由 Site STA 在供应商现场进行的 MSA 审核；
- 将之前已经批准的 PSW 降级为临时批准状态（需用 Alert 流程支持），重新认证。
- Site STA 考虑撤销 JLRQ 授予

6.5 High Hurt Supplier Management Process

When the Supplier performs poorly through either severity or unacceptable occurrence of concerns, and CJLR management of the supplier activity is required immediately to minimize plant impact, the supplier is probably will be categorized as High Hurt supplier. Once the decision has been taken to escalate the supplier site to High Hurt, formal notification to the supplier will be sent by Site STA Director, and engagement of relevant supplier management level on improvement actions will be required.

In addition to the previous Category, the following optional tools/controls become available.

- Manufacturing Site Assessment by STA Site

team.
- Reduce the applicable Part Submission Warrant approval to interim approval (support by Alert process), and recertification.
- Site STA should consider revocation of JLRQ status.

6.6 “长期问题”供应商管理过程

被确定为“长期问题”的供应商通常是因其现场质量管理系统性失效，导致糟糕的质量和/或交付绩效历史表现的供应商。

供应商应组成一个改进小组和指定组长，对其业务进行诊断，评估其工厂管理系统的有效性，以确定问题发生的根本原因。此评估可以由公司内部资源或由第三方机构进行；诊断评估后的行动计划和诊断评审应由供应商高级管理层监管，并及时按照要求向CJLR采购管理层汇报。

当供应商被升级为“长期问题”供应商，或者从“长期问题”供应商经过改进降级为“业务常态”时，CJLR采购高层将向供应商工厂总经理发出正式升级或降级通知。

当供应商的改进进度不可接受，因供应商缺乏能力或者缺乏意愿采取变革以满足退出标准时，有可能导致CJLR将目前的业务重新定点。

6.6 Chronic Supplier Management Process

The Supplier defined as Chronic will have demonstrated a history of poor quality and/or supply performance resulting from systemic failures within its site Quality Management System.

The Supplier will be required to form an improvement team and appoint a champion for conducting a business diagnostic review to evaluate the effectiveness of the Supplier Site management system to determine the source of the problems encountered. This review may be performed by resource from elsewhere in the Supplier organization if available or from 3rd parties. The resulting action plan following the diagnostic review shall be governed by Supplier top management and reported to CJLR Purchasing management.

CJLR Purchasing top management will issue a notification letter to the Supplier Plant General Manager formally confirming the site status as being escalated to Chronic Status Supplier or de-escalated to Normal Business Supplier.

It is possible to resource the current CJLR business to another supplier if the improvement progress is unacceptable and it implies that the Supplier is either incapable or unwilling to bring about the changes necessary to achieve the exit criteria.

7.0 年度再验证

供应商有责任开展产品年度再验证，以确保持续满足产品的设计和制造要求。年度再验证应在APQP中进行策划，供应商应将年度再验证的内容纳入生产控制计划中。

当CJLR要求时，供应商应采用CJLR PD要求的格

7.0 Annual Re-verification

The Supplier is responsible for performing re-verification activity to ensure the intended design and manufacturing requirements are maintained at least once a year. Annual re-verification shall be planned during APQP, and shall be documented in the Production Control Plan.

式记录年度再验证的计划和实施结果，并就年度测量/试验项目、抽样数量和/或频次等要求与CJLR达成一致。

当年度再验证中发现偏差时，供应商应必须立即通知CJLR，并说明相关风险、缺陷原因及纠正和预防措施。

供应商应按照IATF16949的要求保存年度再验证记录，并当CJLR要求时，出示相关记录。

Upon CJLR request, the Supplier shall use CJLR PD required formats to document plans and results of the annual re-verification, and to get agreement from CJLR on measurement/testing requirements, e.g. measurement/testing item, sampling size and/or frequency.

When deviation of the annual re-verification occurs, the Supplier shall inform CJLR immediately and report CJLR about the risks, causes of the deviation, and corrective and preventative actions.

Annual re-verification records shall be archived by the Supplier according to IATF 16949 requirements and shall be available to CJLR upon request.

N. 参考文件和链接 Related References and Links

文件编号 Docu. No.	文件名称 Docu. Title
N/A	AIAG ADVANCED PRODUCT QUALITY PLANNING AND CONTROL PLAN Reference Manual (APQP) AIAG 产品质量先期质量策划和控制计划参考手册（APQP）
N/A	AIAG Production Part Approval Process Manual (PPAP) AIAG 生产件批准过程手册（PPAP）
N/A	AIAG Potential Failure Mode and Effects Analysis Reference Manual (FMEA) AIAG 潜在失效模式及后果分析参考手册（FMEA）
N/A	AIAG Measurement Systems Analysis Reference Manual (MSA) AIAG 测量系统分析参考手册（MSA）
N/A	AIAG Statistical Process Control Reference Manual (SPC) AIAG 统计过程控制参考手册（SPC）
N/A	AIAG CQI-9 Special Process: Heat Treat System Assessment AIAG CQI-9 特殊过程：热处理系统评估标准
N/A	AIAG CQI-11 Special Process: Planting System Assessment AIAG CQI-11 特殊过程：电镀系统评估标准
N/A	AIAG CQI-12 Special Process: Coating System Assessment AIAG CQI-12 特殊过程：喷涂系统评估标准
N/A	AIAG CQI-15 Special Process: Welding System Assessment AIAG CQI-15 特殊过程：焊接（Welding）系统评估标准
N/A	AIAG CQI-17 Special Process: Soldering System Assessment AIAG CQI-17 特殊过程：焊接（Soldering）系统评估标准
CJLR-PUR-PS-M001	JLRQ手册 JLRQ Manual
CJLR-PUR-PS-M002	优先级供应商APQP手册 Priority Supplier APQP Manual

CJLR-PUR-PS-M004	JLRQ评分规则参考文件 JLRQ Rules Reference Card booklet
CJLR-PUR-PS-M006	阶段性PPAP要求手册 Phased PPAP Manual
CJLR-PUR-PS-M007	阶段性PPAP顾客特殊要求 Phased PPAP Customer Specifics Requirement
CJLR-PUR-PS-M010	产能分析流程用户手册 Capacity User Guide Manual
CJLR-PUR-PS-F011	供应商G8D格式和报告指南 Supplier G8D Format & Reporting Guidance
CJLR-PUR-PS-F033	JLRQ工作计划格式 JLRQ Workplan Template
CJLR-PD-PDO-F014	SREA申请表 SREA Application Form

备注：该手册和所有以上所列CJLR发布的文件可从CJLR供应商IT门户网站获取：

Notes: This handbook and all the above CJLR issued documents can be found at CJLR Supplier IT Portal.

https://cjlr.portal.ap1.covapp.io/reference