**8D报告（8D Report）**

报告编号Report NO.：20210417001 版本Version NO.：A0

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| **问题来源Problem sources：**  客户Customer 终端市场Market 外部审核External scrutiny 其它Other： | | | | | | | | | | | | | | | | | | | | | |
| **D1：小组成立Use team approach** | | | | | | | | | | | | | | | | | | | | | |
| **组长Leader**（负责8D全过程的推进和关闭Responsible for the whole process of 8D promotion and closure） | | | | | | | | | | | | | | | | | | | | | |
| 周闯 | | | | | | | | | | | | | | | | | | | | | |
| **组员Members**（具备解决相应8D问题的能力Ability to solve 8D problems is required） | | | | | | | | | | | | | | | | | | | | | |
| **部门Department：** | | | | | 制造中心 | | 研发部 | | 品质部 | | 市场部 |  | | | |  | | | |  | / |
| **岗位Position：** | | | | | 部长 | | 工程师 | | 工程师 | | 销售 |  | | | |  | | | |  | / |
| **姓名Name：** | | | | | 冯刚涛 | | 徐明 | | 洪关莲 | | 聂傲龙 |  | | | |  | | | |  | / |
| **D2：问题描述 Problem description** | | | | | | | | | | | | | | | | | | | | | |
| **客户**  **Customer** | | | | G081 | | | | **出货数量**  **Shipping QTY** | | | 20pcs | | **出货日期**  **Shipping date** | | | | | 2021.01.29 | | | |
| **产品类型**  **Product type** | | | | OCXO | | | | **不良数量**  **Defect QTY** | | | 1pcs | | **反馈日期**  **Feedback date** | | | | | 2021/04/17 | | | |
| **产品型号**  **Product model** | | | | O23B-A425-10.00MHz | | | | **不良类型**  **Defect type** | | | 频率偏差大 | | **回复日期**  **Reply date** | | | | | 2021/04/20 | | | |
| **问题描述Problem description**  （以5W2H方式，对上述描述不足之处加以说明 Use 5W2H method to explain the deficiencies of the above description） | | | | | | | | | | | | | | | | | | | | | |
| 2021年4月17日收到客户反馈我司出货的O23B-A425-10.00MHz产品，在测试过程中发现频率偏差大，并将样品退回DAPU分析； | | | | | | | | | | | | | | | | | | | | | |
| **佐证evidence**（通过照片，草图或者数据来描述问题Photo, sketch or data describing the issue） | | | | | | | | | | | | | | | | | | | | | |
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| **D3：临时措施 Develop interim containment actions** | | | | | | | | | | | | | | | | | | | | | |
| 对所涉及的材料、半制品、成品、已出货产品的处理方案  Treatment of the materials, semi-finished products, finished products and products shipped | | | | | | | | | | | | | | | | | | | | | |
| **NO.** | **内容**  **Content** | | | | | | | | | | | | | | **责任人**  **Who** | | | | **执行日期**  **When** | | |
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| **D4：原因分析 Define and verify root cause** | | | | | | | | | | | | | | | | | | | | | |
| **分析阶段Analysis Stage**(以5WHY、故障树、鱼骨图等分析方法找出问题发生的真正原因和流出原因Analysis methods such as 5WHY, fault tree and fishbone diagram were used to find out the real cause of the problem and the cause of outflow) | | | | | | | | | | | | | | | | | | | | | |
| **4.1 样品复测：**  a.收到反馈的不良品后对样品进行复测，分别给压控脚供电0v、2.5v、5v输出频率的情况，频率输出正常，符合规格书指标要求，测试数据如下：   |  |  | | --- | --- | | 压控电压 | 输出频率 | | 0v |  | | 2.5v |  | | 5v |  |   b.测试样品波形输出情况，波形输出正常，测试结果如下图：   |  | | --- | |  | | 波形输出 |   c. 测试样品相噪指标合格，测试结果如下图：   |  | | --- | |  | | 相噪 |   d. 测试样品幅度和杂散指标合格，测试结果如下图：   |  | | --- | |  | | 幅度和杂散 |   综合以上常温环境下各项指标测试结果，该样品符合规格书要求，未复现频率偏差大的现象；   1. 请客户提供下频率偏差数据，看频率偏差方向是否有共性； 2. 请客户检查下压控端供电状况，测量下晶振压控脚的实际电压； | | | | | | | | | | | | | | | | | | | | | |
| **验证阶段Authenticate stage**(对分析原因进行验证，以确认分析原因的准确性Verify the analysis reason to confirm the accuracy of analysis reason) | | | | | | | | | | | | | | | | | | | | | |
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| **总结阶段Conclusion stage** | | | | | | | | | | | | | | | | | | | | | |
| **发生原因**  **True cause** | |  | | | | | | | | | | | | | | | | | | | |
| **D5：选择永久改善措施 Choose permanent corrective action** | | | | | | | | | | | | | | | | | | | | | |
| (措施需要与D4原因相对应 Measures need to correspond to D4 causes) | | | | | | | | | | | | | | | | | | | | | |
| **类型**  **Type** | | **内容**  **Content** | | | | | | | | | | | | | | | **责任人**  **Who** | | | **执行日期**  **When** | |
| **纠正措施**  **Corrective measures** | |  | | | | | | | | | | | | | | |  | | |  | |
| **D6：实施并验证永久措施 Implement & Validate permanent corrective action** | | | | | | | | | | | | | | | | | | | | | |
| (对措施的落实情况和效果进行确认，若不能达到改善效果，依PDCA原则重新拟定 The implementation and effect of the measures shall be confirmed. If the improvement effect cannot be achieved, it shall be reformulated according to the PDCA principle) | | | | | | | | | | | | | | | | | | | | | |
| **类型**  **Type** | | | **跟进结果**  **Follow result** | | | | | | | | | | | | | | **责任人**  **Who** | | | **跟进日期**  **When** | |
| **预防措施**  **Preventive measures** | | |  | | | | | | | | | | | | | |  | | |  | |
| **D7：预防再发生 Prevent recurrence** | | | | | | | | | | | | | | | | | | | | | |
| (将可行措施标准化、经验宣导、以及对类似问题横向扩展Standardization of feasible measures, dissemination of experience, and horizontal expansion of similar issues) | | | | | | | | | | | | | | | | | | | | | |
| **事项**  **Project** | | | **内容**  **Content** | | | | | | | | | | | | | | **责任人**  **Who** | | | **执行日期**  **When** | |
| **标准化**  **Standardization** | | |  | | | | | | | | | | | | | |  | | |  | |
| **D8：效果跟踪及关闭Effect confirmation closed** | | | | | | | | | | | | | | | | | | | | | |
| (跟进上述事项均已落实，将资料存档，闭环Follow up the above matters have been implemented, file the data, close the loop) | | | | | | | | | | | | | | | | | | | | | |
| **跟进人**  **Follow up** | | | | | | **跟进日期**  **Follow up date** | | | | **审核人**  **Approved** | | | | **审核日期**  **Approved date** | | | | | | | |
| 周闯 | | | | | | 2021/04/20 | | | |  | | | |  | | | | | | | |