Table of contents

- Preface (p. xiii)
- Acknowledgements (p. xv)
- Part 1 Understanding ISO/TS 16949 (p. 1)
- Chapter 1 The origins (p. 3)
- Emergence of sector requirements (p. 4)
- Emergence of a common certification scheme (p. 13)
- **Benefits** (p. 15)
- Chapter 2 Basic concepts (p. 19)
- **Quality** (p. 19)
- Classification of products and services (p. 20)
- Quality and price (p. 22)
- Quality and cost (p. 22)
- High quality and low quality; poor quality and good quality (p. 23)
- Quality characteristics (p. 24)
- Quality, reliability, and safety (p. 25)
- Quality parameters (p. 25)
- Dimensions of quality (p. 26)
- Achieving, sustaining, and improving quality (p. 28)
- Quality control (QC) (p. 31)
- Quality improvement (QI) (p. 34)
- Quality assurance (QA (p. 37)
- Quality goals (p. 40)
- Quality systems (p. 41)
- Quality and ISO/TS 16949 (p. 43)
- A postscript on definitions (p. 44)
- Chapter 3 The differences (p. 45)
- Provisions of ISO/TS 16949 (p. 45)
- Scope of the standard (p. 46)
- Differences with ISO 9001 (p. 46)
- Differences between existing automotive quality system requirements (p. 48)
- Additional requirements (p. 58)
- Removed requirements (p. 60)
- Chapter 4 Implementing ISO/TS 16949 (p. 61)
- Step 1 Coherence check (p. 62)
- Step 2 Cultural analysis (p. 62)
- Step 3 System analysis (p. 63)
- Step 4 Process analysis (p. 64)
- Step 5 System integration (p. 64)
- Chapter 5 Third party assessment (p. 65)
- The ISO/TS 16949 certification scheme (p. 66)
- Effect of the rules (p. 68)
- **Summary** (p. 78)
- Chapter 6 Self assessment (p. 79)

- Part 2 Satisfying ISO/TS 16949 requirements (p. 85)
- Chapter 1 Management responsibility (p. 87)
- Scope of requirements (p. 87)
- **Quality policy (4.1.1.1)** (p. 88)
- Defining quality objectives (4.1.1.1, 4.1.1.2, and 4.1.4) (p. 102)
- Customer satisfaction (4.1.1.3) (p. 105)
- **Continuous improvement (4.1.1.4)** (p. 109)
- Responsibility and authority (4.1.2.1) (p. 113)
- Resources (4.1.2.2) (p. 127)
- Management representative (4.1.2.3) (p. 130)
- Organizational interfaces (4.1.2.4) (p. 133)
- **Management review (4.1.3)** (p. 134)
- Business plans (4.1.4) (p. 140)
- Analysis and use of company level data (4.1.5) (p. 144)
- Employee motivation, empowerment, and satisfaction (4.1.6) (p. 145)
- Impact on society (4.1.7) (p. 149)
- Chapter 2 Quality system (p. 157)
- Scope of requirements (p. 157)
- Establishing a documented quality system (4.2.1) (p. 159)
- Preparing the quality manual (4.2.1) (p. 160)
- Maintaining a quality system (4.2.1) (p. 170)
- Quality system procedures (4.2.2) (p. 174)
- Ensuring effective implementation (4.2.2.1b) (p. 183)
- **Quality planning (4.2.3)** (p. 186)
- **Product realization (4.2.4)** (p. 196)
- Plant facility and equipment planning (4.2.5) (p. 212)
- Tooling management (4.2.6) (p. 214)
- **Process improvement (4.2.7)** (p. 215)
- Quality system performance (4.2.8) (p. 215)
- Chapter 3 Contract review (p. 221)
- Scope of requirements (p. 221)
- Procedures for contract review (4.3.1) (p. 223)
- Coordinating contract review activities (4.3.1) (p. 224)
- Ensuring that the requirements are adequately defined and documented (4.3.2.1a) (p. 225)
- Resolving differences (4.3.2.1b) (p. 227)
- Ensuring that the supplier has the capability to meet contractual requirements (4.3.2.1c) (p. 227)
- Identifying cost elements (4.3.2.2.) (p. 229)
- Meeting customer-specific requirements (4.3.2.2) (p. 230)
- Amendments to contract (4.3.3) (p. 230)
- Maintaining records of contract reviews (4.3.4) (p. 231)
- Application of requirements (p. 231)
- Chapter 4 Design control (p. 235)
- Scope of requirements (p. 235)
- Design procedures (4.4.1) (p. 237)

- Design and development planning (4.4.2) (p. 238)
- **Design interfaces (4.4.3)** (p. 242)
- **Design input (4.4.4)** (p. 245)
- **Design optimization (4.4.5.2)** (p. 250)
- **Design output (4.4.5)** (p. 251)
- **Design reviews (4.4.6)** (p. 255)
- **Design verification (4.4.7)** (p. 259)
- **Design validation (4.4.8)** (p. 264)
- Design changes and modifications (4.4.9) (p. 269)
- Chapter 5 Document and data control (p. 281)
- Scope of requirements (p. 281)
- Document control procedures (4.5.1) (p. 285)
- Control of external documents (4.5.1) (p. 288)
- Document and data review and approval (4.5.2.1) (p. 289)
- Identifying the current revision of documents (4.5.2.1) (p. 292)
- Ensuring the availability of controlled documents (4.5.2.1a) (p. 292)
- Obsolete and invalid documents (4.5.2.1b and 4.5.2.1c) (p. 295)
- Control of customer engineering specifications (4.5.2.2) (p. 297)
- Document and data changes (4.5.3) (p. 298)
- Issuing changed documents (4.5.3) (p. 301)
- Chapter 6 Purchasing (p. 307)
- Scope of requirements (p. 307)
- Ensuring purchased product conforms to specified requirements (4.6.1.1) (p. 308)
- Customer-approved subcontractors (4.6.1.2) (p. 311)
- Satisfying regulatory requirements (4.6.1.3) (p. 311)
- Evaluation and selection of subcontractors (4.6.2.1a) (p. 312)
- Control of subcontractors (4.6.2.1b) (p. 320)
- Records of acceptable subcontractors (4.6.2.1c) (p. 322)
- Developing subcontractor's quality systems (4.6.2.2) (p. 324)
- Subcontractor delivery performance (4.6.2.3) (p. 324)
- **Purchasing data (4.6.3)** (p. 326)
- Supplier verification at subcontractor's premises (4.6.4.1) (p. 328)
- Customer verification of subcontracted product (4.6.4.2) (p. 329)
- Chapter 7 Customer supplied product (p. 333)
- Scope of requirements (p. 333)
- Verification of customer supplied product (4.7.1) (p. 334)
- Storage of customer supplied product (4.7.1) (p. 335)
- Maintenance of customer supplied product (4.7.1) (p. 335)
- Reporting problems to the customer (4.7.1) (p. 336)
- Marking customer-owned tooling (4.7.2) (p. 337)
- Chapter 8 Product identification and traceability (p. 339)
- Scope of requirements (p. 339)
- Procedures for identifying product (p. 340)
- Traceability (p. 341)
- Chapter 9 Process control (p. 345)

- Scope of requirements (p. 345)
- Planning production, installation, and servicing processes (4.9.1.1) (p. 347)
- Ensuring that work is carried out under controlled conditions (4.9.1.1) (p. 348)
- Documented procedures and job instructions (4.9.1.1 and 4.9.2) (p. 352)
- Suitable production, installation, and servicing equipment (4.9.1.1b) (p. 355)
- Suitable working environments (4.9.1.1b) (p. 355)
- Compliance with reference documents (4.9.1.1c) (p. 356)
- Controlling process and product characteristics (4.9.1.1d) (p. 357)
- Approval of processes and equipment (4.9.1.1e) (p. 358)
- Workmanship criteria (4.9.1.1f) (p. 358)
- Maintenance of equipment (4.9.1.1g and 4.9.1.5) (p. 359)
- **Special processes (4.9.1.1)** (p. 362)
- Maintaining cleanliness of premises (4.9.1.2) (p. 364)
- Preparing contingency plans (4.9.1.3) (p. 365)
- Designation of special characteristics (4.9.1.4) (p. 366)
- Process capability and process control (4.9.1.1g and 4.9.3) (p. 366)
- **Verification of job set-ups (4.9.4)** (p. 369)
- **Appearance items (4.9.5)** (p. 370)
- Chapter 10 Inspection and testing (p. 375)
- Scope of requirements (p. 375)
- Inspection and test planning (4.10.1) (p. 377)
- Receiving inspection and testing (4.10.2) (p. 379)
- In-process inspection and testing (4.10.3a) (p. 384)
- Final inspection and testing (4.10.4.1) (p. 386)
- Lavout inspection and functional testing (4.10.4.2) (p. 389)
- Inspection and test records (4.10.5) (p. 390)
- Laboratory requirements (4.10.6) (p. 392)
- Chapter 11 Inspection, measuring, and test equipment (p. 397)
- Scope of requirements (p. 397)
- Inspection, measuring, and test equipment procedures (4.11.1.1) (p. 399)
- Control of inspection, measuring, and test equipment (4.11.1.1) (p. 401)
- Calibration of inspection, measuring, and test equipment (4.11.1.1) (p. 402)
- Maintenance of inspection, measuring, and test equipment (4.11.1.1) (p. 404)
- Control, calibration, and maintenance of test software (4.11.1.1) (p. 404)
- Ensuring measurement uncertainty is known (4.11.1.1) (p. 405)
- Proving test hardware, comparative references, and test software (4.11.1.1) (p. 406)
- Measurement systems analysis (4.11.1.2) (p. 408)
- Identifying measurements to be made and accuracy required (4.11.2a) (p. 409)
- Selecting appropriate inspection, measuring, and test equipment (4.11.2a) (p. 410)
- Calibration operations (p. 413)
- Protection of measuring equipment (p. 419)

- Chapter 12 Inspection and test status (p. 427)
- Scope of requirements (p. 427)
- Identifying inspection and test status (p. 427)
- Maintaining inspection and test status (p. 430)
- Inspection and test status procedures (p. 430)
- Chapter 13 Control of nonconforming product (p. 433)
- Scope of requirements (p. 433)
- Classifying nonconformities (p. 435)
- Ensuring that nonconforming product is not used (4.13.1.1) (p. 436)
- Identifying nonconforming product (4.13.1.1 and 4.13.1.2) (p. 436)
- Documenting nonconforming product (4.13.1.1) (p. 437)
- Evaluation of nonconforming product (4.13.1.1) (p. 438)
- Segregation of nonconforming product (4.13.1.1 and 4.13.1.2) (p. 438)
- Disposition of nonconforming product (4.13.1.1) (p. 438)
- Nonconformity reduction plan (p. 439)
- **Defining disposition responsibility (4.13.2)** (p. 439)
- Review of nonconforming product (4.13.2, 4.13.3, and 4.15.3.2) (p. 440)
- Use of nonconforming product (4.13.2 and 4.13.1.3) (p. 443)
- Deviating from approved processes (4.13.4) (p. 444)
- Recording the actual condition of nonconforming product (4.13.2) (p. 445)
- Re-inspection of repaired and reworked product (4.13.2) (p. 445)
- Chapter 14 Corrective and preventive action (p. 449)
- Scope of requirements (p. 449)
- Corrective and preventive action procedures (4.14.1.1) (p. 452)
- Assessing the degree of corrective and preventive action necessary (4.14.1.1) (p. 453)
- Implementing and recording changes in procedures (4.14.1.1) (p. 453)
- Corrective action (4.14.2) (p. 454)
- Preventive action (4.14.3) (p. 462)
- Chapter 15 Handling, storage, packaging, preservation, and delivery (p. 473)
- Scope of requirements (p. 473)
- Handling, storage, packaging, preservation, and delivery procedures (4.15.1) (p. 475)
- **Handling (4.15.2)** (p. 475)
- **Storage (4.15.3)** (p. 476)
- **Inventory (4.15.3.2)** (p. 479)
- Controlling packing, packaging, and marking processes (4.15.4.1) (p. 480)
- Preserving and segregating product (4.15.5) (p. 483)
- **Delivery (4.15.6)** (p. 484)
- Monitoring performance to customer delivery requirements (4.15.6.2) (p. 486)
- Chapter 16 Control of quality records (p. 491)
- Scope of requirements (p. 491)
- Types of quality records (p. 491)
- Identification of quality records (p. 495)

- Collection of quality records (p. 496)
- Indexing of quality records (p. 496)
- Access to quality records (p. 496)
- Filing quality records (p. 497)
- Storage of quality records (p. 497)
- Maintenance of quality records (p. 498)
- Disposition of quality records (p. 499)
- Demonstrating conformance to specified requirements (p. 499)
- Demonstrating the effective operation of the quality system (p. 500)
- Pertinent subcontractor quality records (p. 501)
- Retention of quality records (p. 501)
- Availability of quality records (p. 502)
- Quality records procedures (p. 503)
- Authentication of records (p. 503)
- Chapter 17 Internal quality audits (p. 507)
- Scope of requirements (p. 507)
- Audit procedures (4.17.1) (p. 508)
- The audit program (4.17.1) (p. 510)
- Planning quality audits (p. 511)
- Verifying compliance with planned arrangements (4.17.1) (p. 512)
- Determining the effectiveness of the system (4.17.1) (p. 514)
- Scheduling quality audits (4.17.1) (p. 515)
- The independence of auditors (4.17.1) (p. 516)
- Reporting the results of audits (4.17.1) (p. 517)
- Taking timely corrective action (4.17.1) (p. 518)
- **Follow-up audits (4.17.1)** (p. 519)
- Auditor qualification (4.17.3) (p. 519)
- **Chapter 18 Training** (p. 525)
- Scope of requirements (p. 525)
- Identifying training needs (4.18.1) (p. 527)
- Providing for training (4.18.1 and 4.18.3) (p. 529)
- Qualification of personnel (4.18.1) (p. 531)
- Evaluation of training effectiveness (4.18.2) (p. 532)
- Maintaining training records (4.18.1) (p. 533)
- Increasing sensitivity to customer requirements (4.18.3) (p. 534)
- Chapter 19 Servicing (p. 537)
- Scope of requirements (p. 537)
- **Performing servicing (4.19.1)** (p. 539)
- Reporting that services meet specified requirements (4.19.1) (p. 541)
- Verifying that servicing meets specified requirements (4.19.1) (p. 543)
- Communication of service concerns (4.19.2) (p. 543)
- Servicing agreements with customer (4.19.3) (p. 544)
- Chapter 20 Statistical techniques (p. 547)
- Scope of requirements (p. 547)
- Identifying the need for statistical techniques (4.20.1) (p. 548)

- Implementing and controlling the application of statistical techniques (4.20.2) (p. 550)
- Knowledge of basic statistical concepts (4.10.4) (p. 550)
- Appendices
- A Glossary of terms (p. 553)
- **B Acronyms** (p. 567)
- C Bibliography (p. 568)
- D Relationship of clauses (p. 570)
- Index (p. 571)