

AIAG FMEA Manual: The Benchmark

4th Edition of Industry Standards

Understanding how PFMEA, Process Flow, and Control Plan activities are connected will help you ensure that potential risk is mitigated effectively so defects will not be sent downstream or to customers.

By R. Dan Reid

AIAG's Potential Failure Mode and Effects Analysis (FMEA), now in its fourth edition, has been the benchmark source for FMEA in the industry for many years. However, automakers and supplier leaders continue to point to concerns with the effectiveness of FMEA implementation in the supply chain. This may be due to a number of factors, e.g., inadequate resources, or lack of – or ineffective – training of new quality practitioners.

To supplement the existing FMEA training, AIAG has developed a new workshop, "PFMEA in Context." This class shows how FMEA and other Advanced Product Quality Planning (APQP) deliverables fit into the bigger system of product quality planning and realization (see AIAG's *Advanced Product Quality Planning with Control Plan Reference Manual*). During this workshop, participants study the development and auditing of these documents, along with pitfalls to avoid and best practices documented by automakers, suppliers, and auditors. Look what people are saying about the class:

"The class was excellent. It really showed how the PFMEA, Process Flow, and Control Plan are connected and should be utilized to ensure quality throughout the process, and therefore ensure the part quality. The booklet we received as part of the training has been a great reference in my normal job activities." Jared Peacock, Toyota

"As a supplier to automobile manufacturers, I found it very valuable to combine the content of the APQP and FMEA manuals into a single training course. The course highlighted the connectivity of the documents. The training triggered many ideas which I plan to incorporate into my company's current practices in order to improve the effectiveness of our FMEAs by highlighting the linkages between our PFMEAs and PCPs." Clark John, Timken

"If you've got defects, your team needs this class." Jim Carter, General Motors

"The workshop clearly demonstrates the important linkage among the Process Flow Diagram, DFMEA, PFMEA, Control Plan, and the systemic development of these documents. It is the best approach to cover all process risks and their prevention/detection while minimizing the repetitive work. I would encourage our suppliers to take the training if they have not implemented this approach." Stanley Zhou, Chrysler Group LLC

"I've found that the understanding of the linkage between the PFD, PFMEA, CP, and ultimately Standard Job Instructions is essential for any large organization to really have a handle on their processes. It is the understanding that one must start with a well-defined PFD that I've found missing in the many sites I had the opportunity to work with over the years. This class does a very good job developing that understanding and the reasons why it is important. I've brought this back to our global supply management team and strongly suggested we work with our suppliers to get them to take advantage of this... a real win-win proposition." James Courage, Delphi

FMEA Background

The AIAG FMEA manual defines FMEA as "an analytical methodology used to ensure that potential problems have been considered and addressed throughout the product and process development process (APQP). FMEAs are an effective tool to quantify risk so it can be analyzed, prioritized, mitigated, and/or eliminated." FMEAs can be applied in all types of organizations, including manufacturing and service. FMEAs should be completed by a cross-functional team during product or process development as part of the APQP process.

Risk is generally quantified by use of a Risk Priority Number (RPN) calculated by multiplying ratings for Severity (S) of Problem by Likelihood of Occurrence (O) by Likelihood of Detection (D), or $S \times O \times D = RPN$. Use of arbitrary thresholds, for example, $RPN > 40$ is not recommended. Organizations should be working the highest priority risks regardless of the rating criteria or values. High Severity ratings should always be addressed.

Appendix C in the FMEA manual offers other alternative risk analysis criteria. One alternative is called SOD or SD. It is a non-arithmetic combination of the ratings above. For example, for Severity = 6; Occurrence = 3; and Detection = 7, the SOD rating would be 637. The SD calculation is the same, excluding the Occurrence value. So the SD rating for the above example would be 67. The various SOD ratings would then be sorted in numerical descending order to

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