**Purpose**

**目的**

This web guide establishes the worldwide principles for the purchase of Tooling, which is Property of Chery Jaguar Land Rover Automotive Co., Ltd. ("the CJLR or CJLR") specifically designed for the production of the CJLR's parts (referred to as "Goods" in the Global Terms), but which is located at the Supplier's facilities. It also establishes the worldwide practice for the Audit of Tooling.

 该网络指南为工装模具采购建立全球统一的准则。工装模具为生产零部件而特别设计，放置在供应商处，属于奇瑞捷豹路虎汽车有限公司的财产（参照GTC所定义的“商品”）。该指南同时为工装模具的审核建立了全球统一的标准。

**Activities/Organizations Follow This Procedure**

**应遵循此规程的活动或组织**

**Internal**

**内部**

Purchasing 采购部

Product Development 产品开发部

Finance 财务部

**External**

**外部**

Production Supplier 零件供应商

Tooling Supplier 工装模具供应商

These Guidelines are part of each Prototype, Production and Service Part Request for Quote and Vender Tool Contract, unless otherwise noted**.**

 除非另有说明，否则这些指南都将作为每一份样件、生产件和售后件的报价请求和工装模具订单请求的组成部分。

**References**

**依据**

Chery Jaguar Land Rover Production Purchasing Global Terms and Conditions (known as GTCs or PPGTCs) which are also available from RFQ package released by the CJLR Purchasing Department.

奇瑞捷豹路虎的生产采购总条款和条件（简称GTC或PPGTC）包含在奇瑞捷豹路虎采购部释放的RFQ包中。

***CJLR*** 奇瑞捷豹路虎汽车有限公司

***CJLR*** Chery Jaguar Land Rover Automotive Co., Ltd

***QAF*** 零件报价表 (其中包含模具生产成本明细表)

***QAF*** Quotation Analysis Form （included Production Tooling Cost Detail Continuation Sheet）

***SCP*** 是指“采购定点审批表”的缩写。CJLR通过SCP来确定项目的最终供应商。

***SCP***  This is an abbreviation of “Sourcing Consensus Proforma ” who decides the final supplier through this conference.

***SCPA***  生产采购向已被推荐的供应商发出的采购与商务项目协议

***SCPA***  Sourcing and Commercial Programme Agreement to recommended supplier for importance information of business.

***VTC*** 供应商模具合同

**VTC**  Vender Tooling Contract

***PSW***批量生产零件的批准审批流程

***PSW*** production parts approval process of CJLR

***工装模具启动***  供应商必须在收到正式完成签署的工装模具合同及供应商工装模具启动确认书这两个文件之后才被授权开模

***Tooling kick off*** Supplier is authorized to kick off vendor tooling only when they have received both the formal signed and chopped vendor tooling contract and supplier vendor tooling kick off letter.

***产能*** 工装模具的产能必须满足CJLR项目预测产量的需求，并包括维修配件的需求数量，如有其他关于模具的商定事项需在SCPA中注明。

***Tooling Capacity*** The tooling must be capable of producing the Volume Projections for the Goods during the life of the part as well as satisfying the requirements for Service Parts. For the other agreement on tooling should be clearly indicated in SCPA

***工程更改*** 由CJLR/PD签发的工程类的更改信息。

***PACN*** Engineering change information of CJLR/PD issued

***备模*** 因无法满足零部件生产产量的需求而制作的相同的工装模具。

***Additional tooling*** Because of production capacity request, other tooling which is same as current tooling will be necessary.

**General Guidelines**

**总则**

**1. TOOLING**

**工装模具**

a. The Supplier is expected to invest in and own its facilities, machinery and other capital equipment. However, unless specifically agreed otherwise, the CJLR owns the Tooling that is used with the Supplier's equipment to make parts for the CJLR.

 供应商应该投资和拥有自己的设施、机器和其它资产设备。但是，除特别约定之外，工装模具均属于CJLR的资产，该工装模具与供应商设备协作，以制造CJLR所需的零件。

b. Because the CJLR owns the Tooling, it is essential that the Tooling be clearly identified and marked, in a durable and legible manner, as the property of the CJLR.

 由于该工装模具为CJLR所有， 所有CJLR的工装模具作为CJLR财产，都必须贴有CJLR统一发放的资产铭牌且应持久保留、清晰且易于辨认。

c. Any markings by or referring to any person or entity other than the CJLR must be limited to the Tooling Supplier's name, but no address. All other markings must be removed by the Supplier before Part Submission Warrant (PSW) submission. The Supplier may not take any action concerning the Tooling that is inconsistent with the CJLR's ownership of the Tooling.

 除CJLR以外，工装模具上标注和提及的CJLR以外的个人或实体仅限于工装模具供应商的名字，但不得标有供应商的地址。在零件提交保证书（PSW）提交前，供应商应该去除所有其他标识。供应商不可对工装模具采取任何与CJLR所有权不一致的行动。

d. The Supplier will be paid in full for the Production Tooling after PSW approval of Phase 2 of the CJLR's Phased Production Part Approval Process (PPAP) and the submission of proper documentation which need to be approved and audited by CJLR. After that CJLR will kick off the payment process

 在CJLR生产件批准流程二阶段（PPAP）的PSW完全批准后且供应商提交相关文件（须经CJLR采购部批准认可）及通过CJLR采购部的价格审核后（如需），CJLR才会启动付款工作。

e. The Supplier is responsible for ensuring that its sub-supplier(s) adhere to these Guidelines.

 零件供应商有义务确保他们的下级供应商遵循这些要求。

f. Production Tooling should be designed and manufactured to last the life of the part it was designed and manufactured to produce, including post-production Service Parts.

 工装模具的设计和制造应满足该零件的整个生命周期的产量要求，包括停产后的服务备件。

g. Upon the CJLR's request, the Supplier will deliver to the CJLR a copy of all source code, object code and related documentation for all software used by the Supplier to operate, calibrate or service the Tooling, along with all license rights required by the CJLR to continue use of the Tooling. This license will be limited to use only in conjunction with the Tooling, whether by the CJLR or another supplier, but will not give the CJLR the right to duplicate or otherwise use the software or documentation for any other purpose.

 供应商应按CJLR的要求，提供操作、调校或维修该工装模具所需全部软件的源代码、目标代码及相关文件的副本，同时还应提供CJLR继续使用模具的许可授权。无论是对于CJLR或是其他供应商，此许可仅限于工装模具使用，CJLR无权复制这些软件或文件，也不能将这些软件或者文件留作他用。

h. Tool models and tool prints are considered part of the Tooling and are also the property of the CJLR.

 软模及图纸视作工装模具的一部分，同样属于CJLR的资产。

i. If Tooling is designed specifically for the Supplier's own equipment and facilities, it should be modifiable for use by another supplier with similar equipment and facilities.

 工装模具专为供应商自己的设备和设施而设计，其应能修改以便有类似设备和设施的其它供应商能使用。

j. Prototype Tooling is not intended to be used to produce production parts and must be purchased using a dividual Tool Order. However, if Tooling that is used to produced prototype parts will also be used to produce production parts it should be treated as normal production Tooling and must be purchased including in Vender Tooling Contract.

 仅制造样件的工装模具，CJLR将单独释放采购合同。如果用于制造样件的工装模具同时也用于制造生产件，其应被认作正常的生产用工装模具，且此工装模具必须通过生产件模具合同购买。

**2 Tooling vs. Capital Equipment and Facilities**

**工装模具和资产设备与设施**

a. Tooling is specifically designed for the production of the CJLR's part and is located at the Supplier's facilities to produce parts exclusively for the CJLR.

Examples of capital equipment include stamping presses, molding machines, special purpose machines, and automated material handling equipment. Examples of facilities include buildings, offices, and loading bays. The Supplier will own, purchase, or lease capital equipment and facilities.

 工装模具是为CJLR零件的生产而特别设计的，放置于供应商处，只用于生产CJLR所需零件。资产设备包括冲压机、注塑机、专用机械和自动装卸设备等。设施包括厂房、办公室和进料台等。这些资产设备和设施应是供应商自有的，也可以是其购买获得产权或租赁获得使用权的。

b. Without CJLR’s approval, Tooling does not include general purpose items and equipment such as welders, robots and test equipment, even if those items are used only in manufacturing parts for the CJLR.

 除非经过CJLR的批准，工装模具不包括通用物件和设备，比如：焊接机、机器人和测试设备（即便这些物件只用于为CJLR制造零件）。

c. In exceptional circumstances, the CJLR may agree to pay for certain capital equipment or facilities used by a Supplier. If a question exists as to whether a piece of equipment is Tooling or capital equipment, the Supplier should ask the CJLR before quoting the Tooling and piece price.

 在例外情况下，CJLR可能会同意支付供应商所使用的某些资产设备或设施。如果不确定某一设备是工装模具还是资产设备，则供应商在工装模具合同零部件报价前应该咨询CJLR。

d. Production part supplier and their tooling supplier have to quote their tooling cost in CJLR requested Production Tooling Cost Detail Continuation Sheet, and be responsible for correctness of each datum which they quote in the Production Tooling Cost Detail Continuation Sheet. This format of tooling, Route of consulting: Management documents of production purchasing, sending from production purchasing buyer. CJLR will only pay the tooling cost according to the relevant VTC.

 供应商及其工装模具供应商必须严格使用CJLR规定的模具生产成本明细表,并对其提供的数据信息的准确性负责。 工装模具报价的格式按照生产采购程序，由采购员提供模板。CJLR只按相关的工装模具合同进行支付。

e. Tooling quotation can only be confirmed by CJLR VTC. Please be aware of that SCPA is not taken as the instruction to kick off vendor tooling development process. Supplier is authorized to kick off vendor tooling only when they have received both the executed formal vendor tooling contract and supplier vendor tooling kick off letter. Otherwise, the action of vendor tooling kick off is regarded as the supplier independent action, CJLR will not assume responsibility. in addition, the supplier may be liable for damage.

 报价的确定对CJLR指定为固定资产的工装模具价格的确认，对零部件供应商而言,以拿到仅以CJLR工装模具合同为最终工装模具报价确认依据。 供应商工装模具制造启动：SCPA的发放并不作为对供应商下达开模的正式指令，供应商必须在收到签署的正式工装模具合同及供应商工装模具启动确认书这两个文件之后才被授权开模，如以上两个文件没有完成发布，供应商就不能启动开模工作。否则，一切开模行为都将视作供应商的单独行动，CJLR不承担任何责任，并保留追究供应商所造成的CJLR的所有损失。

f. CJLR keep the authority to require supplier to select tool supplier from CJLR tooling supplier list before nomination.

 CJLR有权要求供应商在定点前在CJLR认可的工装模具供应商清单中选取供应商。

**3 Tooling Process**

**工装模具采购流程**

a. The Supplier may not fabricate or acquire Tooling unless a Tool Order has been executed authorizing the fabrication or acquisition of the Tooling. In rare situations, the Supplier may be paid for capital or facilities equipment, but only under an appropriately executed Purchase Order. (Refer to Section 2c above.)

 除非已签署工装模具采购订单，供应商不应制造或购买工装模具。极少情况下，CJLR可支付供应商资产设备和设施，但必须先签署采购订单。（参考2c节）

b. The CJLR has the authority, at its discretion, to select a Tooling source and issue Tool Orders directly to the Tooling supplier, *i.e.*tool shop/toolmaker or request tier 1 supplier issue Tool Orders to tool shop/toolmaker which nominated by CJLR. The Supplier will work with the tool shop/toolmaker to complete the Tooling with which the Supplier will PPAP and deliver parts.

 CJLR有权自行决定选择工装模具采购途径，并且可以直接给工装模具供应商（如：工装模具车间或者工装模具制造商）下订单,或要求零件供应商向CJLR指定的模具供应商下订单。供应商将与工装模具供应商（工装模具车间）共同完成工装模具以便供应商经过PPAP流程并交付零部件。

c. All Tooling requested on a Tool Order must be new unless otherwise specified and approved by the CJLR.

 除非CJLR另有规定或批准，工装模具订单里所需的工装模具均必须是全新的。

d. Production Tool Orders and Amendments to Production Tool Orders must be quoted, written and placed such that each Tool Order (and any Amendment) includes sufficient detail on each set of tooling, related CJLR part number must be stated as well. These tooling details will be listed in CJLR VTC based on part number level to ensure the distinguishability and retroactivity.

 零件供应商的报价必须详细到单独每一付工装模具的单价，并标注模具所属零件号；CJLR的模具采购VTC订单和更新订单会以零件号为基准，罗列这些明细，确保这些CJLR所有工装模具容易辨别并有可追溯性。

e. All rights, title, and interest in and to any part of Tooling to be paid for by the CJLR will pass to the CJLR as soon as the Tooling is acquired by the Supplier or fabricated by the Supplier in accordance with a Production Tool Order.for the tooling which CJLR pays the advance payment , CJLR shall have the ownership of the Tooling proportionally.

 一旦供应商获取了工装模具或者工装模具按照工装模具订单制造完毕，工装模具任何部分的任何权益都将转移到CJLR。 针对有预付款的工装模具， CJLR在付款后即拥有该模具相应比例的所有权

f. The Tool Order price will be paid after CJLR Purchasing Dep final approval

 工装模具费必须得到CJLR采购部最终批准认可后才支付。

g. The CJLR has the right to verify the actual cost of the Tooling by auditing invoices, purchase orders, proofs of payment, and any other information the CJLR deems relevant and reasonably necessary. (See Section 6 below.)

 CJLR有权验证工装模具费用的真实性，可通过审核发票、采购订单和支付证明以及CJLR认为相关和必要的其他信息来加以验证。（见下文第6部分）

h. The Supplier is responsible for notifying the CJLR of any movement of CJLR Tooling to a new location. The Supplier must obtain prior written consent and approval of the CJLR before moving Tooling. In case of emergency, the Supplier may move Tooling and then promptly notify the CJLR in writing. Tooling movements also require a submission and approval of PPAP/PSW documentation for the new location. The Supplier may move Tooling for not more than 2 business days for cleaning and routine maintenance. Further detail on Tooling movement requirements is provided in the Global Terms & Conditions (GTCs)

 供应商将工装模具搬移他处时，有责任及时通知CJLR。在搬移工装模具之前，供应商必须获得CJLR的书面认同或许可。如遇紧急情况，供应商可搬移工装模具，但事后应立即书面通知CJLR。对于工装模具拟搬移的新地点，必须提交PPAP/PSW并经核准方可实施。出于机械清理或日常维护的目的，供应商可搬移工装模具，但逗留时间不超过2个工作日。有关工装模具搬移更详尽的规定，见公司的总条款和条件（GTCs）。

i. Suppliers must maintain a "Schedule of Tooling" as referred to in Section 34 of the GTCs and submit to the CJLR at point of Tooling completion and also as and when approved changes to the Tooling or its location occur.

 供应商必须按GTCs第34章的要求，制作一份“工装模具清单”并在工装模具完成时提交给CJLR，一旦有工装模具有改动或其位置有变更，也须提交“工装模具清单”。

j. The engineering change expense is accepted only when the engineering change is raised by CJLR, and the vendor can modify the tooling only after receiving the formal notification from CJLR. Otherwise, the vendor should assume all the losses for modifying the tooling.

 CJLR只承担由CJLR PD和采购部授权的工程更改费用，供应商在接收到CJLR的正式通知后，才可以启动对模具的修改。否则，一切因为私自变更模具状态造成CJLR的损失将由供应商承担。

**4 Tooling Costs**

**工装模具成本**

a All Tool Orders are subject to audit. The CJLR will not reimburse the Supplier for Tooling costs in excess of the amount authorized or for any Tooling costs that were not specified (and authorized) on the Tool Order or an Amendment. If the actual cost incurred is less than the Production Tool Order amount, the Supplier is expected to notify the CJLR, before PSW, so that the Production Tool Order can be amended to reflect actual costs.

 由零件供应商释放的工装模具订单都须经CJLR采购部审核。如果工装模具成本超出CJLR核准的金额或者该成本未在订单及补充协议中明确规定（也未核准），CJLR将不会支付这些费用。如果实际金额低于生产工装模具订单金额，则供应商须在 PSW签署前通知CJLR，以便将订单金额修正至实际金额。

b If the Supplier acquires the Tooling from an outside tool shop/toolmaker

(i.e. Tier 2 to the CJLR), the Supplier may not add any markups, surcharges or the like to the Tooling beyond its cost. All work subcontracted to Tooling sub-supplier(s) must be supported by purchase order(s), invoices, and proofs of payment. The Supplier should not make any profit on Tooling or prototype Tooling manufactured by a sub-supplier.

 如果供应商从外部工装模具销售商或者制造商（如二级供应商）那里获取工装模具，供应商不能在工装模具费用上增加利润、附加费等类似费用。转包给工装模具次级供应商的工作同样要有采购订单、发票和支付证明。对于次级供应商制造的工装模具或者样件工装模具，供应商不应从中盈利。

i. Incremental costs associated with procurement, follow up, etc., are

considered to be part of the Supplier's overhead costs.

因采购及其后续事项所增加出的成本应视作供应商的管理费。

ii. The Supplier is responsible for the quality of and payment for all

subcontracted Tooling and outsourced components and for ensuring

conformity of subcontracted Tooling with the Tool Order

供应商负责所有转包工装模具和外购零件的质量和费用支付，并负责保证转包工装模具和工装模具订单相一致。

c **In-House Tooling**

**内部生产的工装模具**

If the Supplier fabricated the Tooling, the CJLR will pay only the actual cost of Fabricating the Tooling, plus allowable one-time only costs, if appropriate and itemed on a Tool Order or an Amendment.

 如果是供应商制造工装模具，则CJLR只支付工装模具的实际制造费用以及同意的一次性费用（如果合适且订单或其补充协议中有此规定）。

The Supplier must maintain a reasonable accounting system to segregate, accumulate, and document expenditures for Tooling. The Supplier's accounting system must ensure that all eligible costs are documented adequately and include the following:

 供应商须建立一个合理的记账系统来合并、累计和记录用在工装模具上的开支。供应商的记账系统必须确保妥善记录下所有符合条件的费用，这些费用包括以下内容：

1. **In-House Material**

**供应商所耗的内部材料**

Material costs must be supported by documentation that indicates the quantities used and unit cost for each Tool. Material will be reimbursed at actual costs based on material invoices. If the Tool is not completed due to programme or part cancellation and if CJLR doesn’t require the transfer of unfinished Tool, scrap value should be documented.

材料成本需要有记录可查，记录须显示每一个工装模具的材料使用数量和单价。按发票上的实际金额报销实际产生的费用。由于项目取消或者零件取消导致工装模具没有完成且CJLR没要求转移未完成的工装模具，材料的残余价值须有记录。

1. **In-House Labor**

**供应商所耗的内部人工**

**Rate:** All overhead costs and profit associated with the design, development, and manufacture of the Tooling should be included in the fully accounted Tooling labour rates. This rate should be comprised of direct labour, indirect labour, fringe benefits, payroll taxes, overhead, and a reasonable profit (if the tool shop is operated as a separate profit centre).The fully accounted labour rate should be included in the Supplier's Tooling quotation.

人工费率：工装模具人工费率应该包括与设计、研发及制造工装模具有关的所有管理费和利润。此费率应该包括直接人工费、间接人工费、额外福利、工资、工资税金、管理费和合理的利润（如果工装模具车间是一个独立的利润中心）。记录完整的工装模具人工费率应纳入供应商的工装模具报价内。

**Hours:** All direct hours worked to design and fabricate the Tooling must be supported by a time reporting system that identifies hours worked by Tooling line item (specified on the Production Tool Order), where appropriate, and the employee(s)who performed the work.

工时：在适当条件下，应该有一个工时报告系统来记录用于设计和制造工装模具所耗费的全部直接工时，该系统确定出工装模具项目（生产工装模具订单中对此有规定）的工时以及参与工作的员工。

**Cost:** Labor costs should be calculated by applying the fully accounted labor rates to the direct hours worked to design and fabricate the Tooling.

成本： 将记录完整的人工费率乘以用于设计制造工装模具所花的工时数，以计算出人力成本。

d. Supplier Self-Audit Process

**供应商内部审核流程**

The Supplier self-audit concept reaffirms the Supplier's responsibilities for

verifying the appropriateness of Tooling charges before invoicing. The

Tooling Procurement and Audits process was initiated in the interest of a more proactive approach to Supplier pricing, invoicing, settlements, and auditing and is expected to provide efficiencies for the Supplier and the CJLR by simplifying the settlement process.

 供应商内部审核这一概念也再次表明供应商在开发票前有责任验证工装模具费用是否合理。采用工装模具采购与审核流程，是使供应商报价、开票、结算与审核变得更为主动的一种措施；同时，通过简化结算流程也能使供应商和CJLR的结算更加高效。

**5. Audit and Payment Process**

**审核及支付流程**

The schedule date for supplier tooling audit is after supplier got the PSW Phase 0 approval. If a supplier is subject to an audit, CJLR will review the result with the intention to pay the tooling audit result only.

 CJLR对工装模具成本审核的默认时间是在此工装模具所生产零件的PSW阶段0批准之后。对于需要模具审核的供应商，CJLR仅支付工装模具审核后的价格。

**a．Audit List**

 **提出审核**

CJLR Cost estimator will confirm the tooling audit list and make audit plan, supplier is requested to sign off the audit plan. Otherwise, CJLR Cost estimator will decline to make the audit.

成本分析团队确认现场审核模具清单并制订审核计划, 供应商需签署供应商工装模具价格审核计划，不签署此计划的供应商CJLR CE团队会拒绝前去审核。

**b．Supplier Documents Preparation**

 **供应商审核文件准备**

Supplier should provide the following documents to CJLR purchasing for further evaluation:

* CJLR supplier tooling check list
* Production Tooling Cost Detail Continuation Sheet
* Tooling Suppliers List
* Supplier Tooling purchasing contract and invoice details（Hardcopy provide to CJLR）
* Outsourcing tooling photos

零部件供应商必须提供如下资料给CJLR采购部予以评估，分别是:

* CJLR工装模具支付清单
* CJLR 工装模具生产成本明细表
* 工装模具供应商清单
* 供应商工装模具采购合同及发票明细 （所有复印件供CJLR留存）
* 工装模具实物照片

**c. Audit and Recovery**

 **审核及追溯**

All Tool Orders, are subject to audit and recovery by the CJLR.

所有工装模具订单均应由CJLR审核和回溯。

1. If the audits of Tooling costs determines that the CJLR was overcharged, the CJLR will *review* the audit findings with the Supplier.

如果工装模具成本审核确定采购定价过高，则CJLR将和供应商一起评估审核结果。

ii. Under the Global Terms，CJLR audit the true cost of tooling and complete audit report

CJLR将依据总条款和条件，审核工装模具实际费用，并完成审核报告。

iii. Supplier sign off CJLR Tooling Audit Report

 供应商签署CJLR工装模具审核报告

**d. Payment**

 **支付**

Supplier complete Tooling Check List and deliver to CJLR Purchasing Department. After CJLR accomplish goods receive by internal process and inform supplier issue invoice to CJLR Finance.

 零件供应商完成工装模具验收清单并提交给CJLR采购部。CJLR采购部完成内部收料流程通知供应商开票

**6. Documentation Required for CJLR Tooling Audit – PCS**

**CJLR工装模具审核所需文件- PCS**

a. If the Tooling costs are audited by the CJLR, the Supplier must make available documents supporting the actual and reasonable costs associated with the Tool Orders selected for audit. Further, if the initial (or base) Tooling was sourced by the CJLR on a competitive basis, but the Supplier's records do not segregate costs for the competitive-base Tooling and the non-competitive Amendments, it will be necessary for the CJLR's auditor to verify all costs supporting the Tool Order and Amendments.

 如果工装模具成本由CJLR审核，供应商必须提供文件资料，证明这些与工装模具有关的费用的真实合理性。另外，如果最初的工装模具是CJLR通过竞标方式采购的，但是供应商的记录并未将该工装模具竞标基础上的合同价和非竞标基础上的补充协议费用分开，则CJLR的审核人员有必要核查支持工装模具合同和补充协议的所有费用。

b. The Supplier must submit evidence of what was actually paid to sub-Suppliers.

(Refer to 5b)

 供应商必须提交向其分包商付款的凭证。（参见5b节）

c. CJLR audits of Supplier Tooling costs resulting in significant cost recoveries due to a lack of compliance with these Tooling guidelines could jeopardise the Supplier's commercial relationship with CJLR.

 如果CJLR的审核发现供应商的行为不符合这些指导原则，从而导致大量费用索回，这将损害供应商与CJLR的商业合作关系。

The 8D (8 Discipline) problem solving methodology has been established to solve problems by identifying the root cause of cost overruns or noncompliance and by taking action leading to a permanent solution. This process will be used to address significant audit findings. The 8D process provides an orderly team approach to problem solving. It encourages factual analysis and efficient communication between the activities involved to prevent recurrences. Additional detail is available upon request from the CJLR.

 8D （8项原则）方法通过确定出成本超支、不合规的根本原因，并通过采取措施制定出一劳永逸的解决方案，来解决问题。这个流程将用于处理重大的审核发现项。8D方法提供了一个有序的团队化解决问题的途径。它倡导通过事实分析和在相关活动中的有效沟通，避免问题重复发生。如有需要，CJLR还将提供更多的详情。

**7. Stage of tooling daily management for normal production**

**工装模具正常生产的日常管理阶段**

For those tooling which have been confirmed as CJLR fixed asset should follow CJLR fix asset management requirement. Before PSW approval, part supplier must fix the asset tag (provided by CJLR) on supplier tooling (which is CJLR’s property) according to requirements, Part supplier responsible for replying or accepting CJLR annual fixed asset counting. Part supplier also responsible for manage, maintain those supplier tooling daily usage, and also establish the maintenance follow up archives. CJLR invested vendor tooling is taken as CJLR fixed asset. They are owned by CJLR. Unless get written approval, these tooling cannot use for non CJLR products

 确定为CJLR固定资产的工装模具的管理按照CJLR对固定资产管理的一般要求操作。在PSW批准前按要求，零部件供应商必须将有CJLR固定资产字样的铭牌（CJLR提供）固定在特定的工装模具上（CJLR产权），零部件供应商有责任回复或接受CJLR的年度固定资产盘点。零部件供应商负责管理，维护，保养这些工装模具的日常使用，并建立维护保养跟踪档案。CJLR投资的工装模具作为CJLR的固定资产。其所有权属于CJLR，除非得到书面批准，否则该工装模具不允许被用于生产CJLR以外的产品

Any changing for production tooling and changing for production location, supplier must apply for SREA, when SREA approved. PSW evaluation is necessary again.

 任何现有生产状态的工装模具更改，包括生产产地的变更和模具状态的变更都需提交SREA申请获批准后重新PSW认可。

The treatment for the tooling which has not reached the quotation volume but has already been defined as CJLR fixed asset: If the tooling is without PSW approval and has been cancelled, it will not be treated as CJLR fixed asset whether the tooling is finished or not. The buyer should start the cancellation, and verify the tooling status when claim the the compensation for supplier. Purchasing business office assist production buyer evaluates the real expense. If the tooling is with the PSW approval, the buyer will operate as normal CJLR fixed asset payment process at first priority. CJLR can dispose the tooling after finishing the payment.

 未达报价生产纲领的工装模具的处理，已被确定为CJLR的固定资产的工装模具，但PSW尚未认可前,该零件的试制活动即被终止的状态。无论该工装模具是否制作完成，该项目的处理不按CJLR固定资产项目工作流程处理。

 生产采购采购员需根据项目规划的情况，申请走项目取消流程，申报零部件供应商补偿费用时要对零部件供应商工装模具的实际发生状态进行核实。采购业务办公室协助生产采购采购员对实际发生进行评估。未达报价生产纲领的工装模具的处理，只要零件的PSW认可，CJLR应优先按固定资产正常支付流程操作，在完成正常支付后CJLR全权决定该工装模具的处置。

**8. Scrap treatment of normal CJLR asset tooling.**

**正常工装模具的报废处理**

If tooling life cycle reached or cannot be repaired for reproduction again(Or if approved a certain quantity tooling, supplier needs inform CJLR every obsolescence) , the supplier must apply for tooling obsolescence based on CJLR tooling obsolescence policy. The tooling damage activity should be under CJLR’s supervision by related people. The obsolescence process detail refers to CJLR fixed asset obsolescence process.

当工装模具已经达到设计使用寿命并经维修还不能达到正常制造合格零件的要求时（或如果在定点时批准了相应的模具数量，供应商在每次旧模具报废前需通知CJLR），供应商应严格按CJLR报废工装模具处理办法申请报废。并在CJLR相关人员监督下对工装模具进行损毁。具体报废处理操作流程详见CJLR固定资产报废处理流程。