

8D Problem Solving Report

A structured way to find the real cause of a problem, fix it, and stop it coming back. Work through D0 to D8 in order and don't skip ahead to a fix.

8D REPORT NUMBER

CUSTOMER

PART NUMBER AND REVISION

DATE OPENED

TEAM LEADER

CUSTOMER REFERENCE

How to use this template

1. Type straight into the boxes on screen, or print it and write by hand. Long text shrinks to fit its box.
2. Read the guidance on the left of each step before filling in the box on the right.
3. Save a copy with your report number in the file name, and send it to your customer at D3 (containment) and again at D8 (closure).
4. Keep evidence (photos, data, test results) with the report. Most customers will ask for it.

D0 Prepare and plan Is this an 8D problem, and is the customer protected now?

Decide whether the problem needs a full 8D. Use it when the problem is new or repeating, the cause is unknown, or the customer has asked for one.

- Record the first report: who found it, where and when.
- Take emergency action straight away if the customer or the line is at risk.

An emergency action protects the customer today. It is not the fix.

D1 Form the team The people with the knowledge and authority to fix it

- Pick a team leader and a champion (the manager who removes blockers).
- Include the people closest to the process: operator, engineer, quality, and buying if parts are involved.
- Keep it to 4 to 6 people.

NAME

ROLE ON TEAM

DEPARTMENT

D2 Describe the problem In facts and numbers, not opinions

Answer each question in the box:

- **What** is wrong, on which part number and revision?
- **Where** was it found, and where on the assembly?
- **When** did it start? Date code, lot or serial range.
- **How many** are affected, and what proportion?
- **How** was it found? Test, inspection or customer.

Add what the problem is *NOT*, for example "only line 2" or "only lot 4417". It narrows the search later.

D3 Contain the problem Stop more bad parts reaching the customer while you find the cause

- Quarantine suspect stock everywhere: work in progress, finished goods, in transit, and at the customer.
- Sort, screen or add an extra inspection.
- Check the containment is working, and record the results.

CONTAINMENT ACTION	OWNER	DATE	RESULT

D4 Find the root cause Why it happened, and why it wasn't caught

Find two causes:

- **Occurrence:** why the defect was made.
 - **Escape:** why your checks didn't catch it.
- Use 5 Whys or a fishbone diagram. Then prove the cause: switch it on and off and see the problem follow.

"Operator error" is rarely the root cause. Ask why the process allowed it.

OCCURRENCE ROOT CAUSE

ESCAPE ROOT CAUSE

HOW THE CAUSE WAS PROVEN

D5 Choose permanent corrective actions One action for each root cause

- Choose an action that removes each cause, both occurrence and escape.
- Prove it works before rolling it out, with a trial build or test.
- Check it doesn't create a new problem somewhere else.

CORRECTIVE ACTION	ROOT CAUSE IT FIXES	OWNER	DUE

D6 Put the actions in and confirm Then remove the containment

- Implement the actions and record the date and the first lot or serial number built after the change.
- Show the results: defect rate before and after, and audit results.
- Only remove the D3 containment once the data shows the fix works.

D7 Prevent it happening again Here and on similar products and processes

- Update the PFMEA, control plan, work instructions and training records.
- Read across: apply the fix to similar parts, lines and sites.
- Record the lesson so the next team starts from it.

DOCUMENT OR PROCESS UPDATED	REFERENCE / REVISION	DONE

D8 Recognise the team and close Agree the problem is solved

- Confirm with the customer that they accept the closure.
- Thank the team and say what they achieved.
- Sign off and file the report.

CLOSED BY	CUSTOMER ACCEPTANCE	DATE CLOSED

Stuck on a root cause, or need an 8D your customer will accept?

Grindstone runs 8D investigations alongside your team, on site or remotely, at a fixed price agreed before we start.

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