

# Corrective Action Requests (CAR)

Tex Moseri

New Balance Athletic Shoe Inc.



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# What is a CAR?

## RSL failure document generated for:

- “ Raw material and chemical failures
- “ Manufacturing processes issues
- “ Finished products failures
- “ Customer complaints and product recalls



# Completing a CAR?

Include the following:

“ Vendor information

“ Description of failure

“ Reason for use and presence of substance(s)

“ Prior knowledge of substance on the RSL

“ Next steps to resolve the failure

“ Project leader to implement corrective action



# Elements of a good CAR?



- “ Chemical awareness & process understanding (Root cause)
- “ Track, trace, and stop (Recall process)
- “ Alternatives and process changes (Action plan)
- “ Project leader and deliverables (Timelines)



# CAR Example



## Issue:

“ CPSIA Lead failure > NB STD

## Investigation of the known:

“ Tracked back supplier manufacturing process

“ Tracked back all chemicals & pigments used

“ Tracked back previous RSL test reports

“ Tracked back production lot# / batch#



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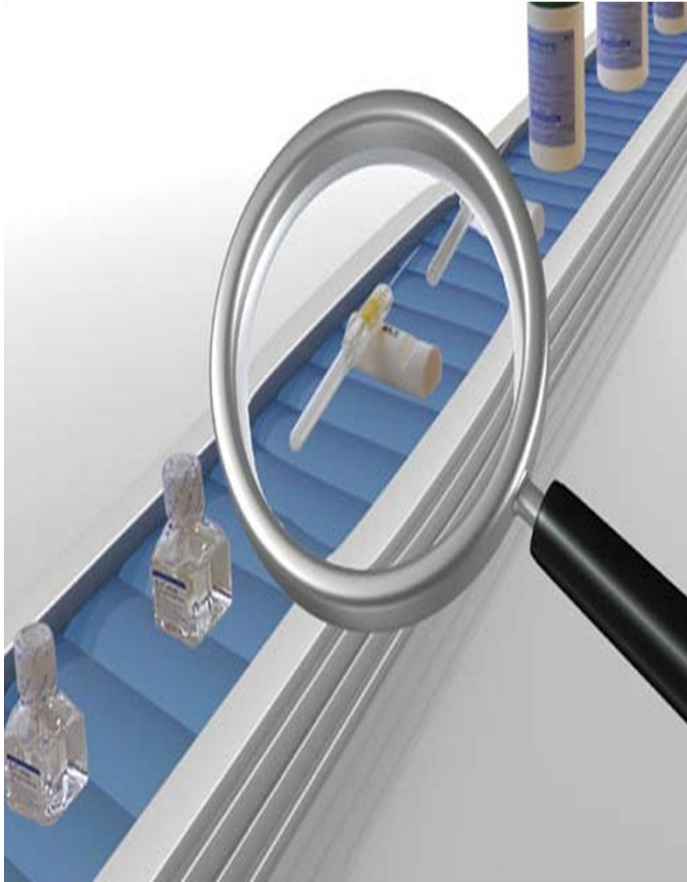


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# CAR Example



## Findings:

- “ One Red pigment used without test record
- “ XRF-gun screen testing
- “ 3<sup>rd</sup> party confirmation testing
- “ Contained LEAD > 3%
- “ Pigment stored in “Forbidden Area” of factory
- “ Mistakenly used by operator

# CAR Example



## Root Cause Reporting:

“ Failed Item: Red pigment

“ Content: 3% Lead

“ Reason for Usage: Operator used wrong pigment in “Forbidden Area”

“ Confirm Problem: XRF-gun testing and 3<sup>rd</sup> party lab testing to verify

# CAR Example

## Action – Short Term:

- “ No customer recall; problem found in production
- “ Quarantine problem pigment, materials and finished shoes in factory
- “ Remade replacement using correct pigment
- “ XRF-Gun testing per shipment for further delivery





# CAR Example

## Action – Long Term:

- ” Remove problem items from factory
- ” Eliminate “Forbidden Area” to avoid contamination
- ” Improve process control on manufacturing, recording and tracking
- ” Internal training to operators

