

## Quality at Ford: Working together, making an impact

Ford has an exciting new vehicle portfolio, which is not only bringing renewed enthusiasm to loyal customers, but also attracting a whole new set of customers. More than ever, quality is critical to long-term success and delivering our Ford+ plan.



For many Ford team members, quality is a source of pride, and the customer is always top of mind.

"I view every truck like it's my mom's truck," said Craig Henry, a team member at Michigan Assembly Plant who was recently promoted to process coach. "I ask myself, 'Would I let my dad in this truck?' I know I'm doing the best possible job for that truck that I can do. It's paying attention to the truck, because this is not a toaster oven. It's \$60k that someone saved, and it is pride and joy. I've always tried to build a better truck."

To ensure Ford continuously produces high-quality products now and in the future, the company has deployed a collaborative end-to-end process that involves designers, suppliers, manufacturing team members and after-sales and support.



"Quality is the ultimate team sport," said John Roth, manager, North America Manufacturing Quality. "It is everyone's responsibility, but our manufacturing teams are the last line of defense before the vehicle goes to the customer. If a supplier ships in a bad part, we need to flag it. The customer doesn't care whose fault it is. Our responsibility is to identify every potential issue before it reaches the customer."

At the Dearborn Truck Plant, a pilot program was launched to simplify processes and give more ownership to the operators building the products.

“We did a workstation analysis,” said Barnell Marks, Ford production system coordinator. “We came up with a set of questions for team leaders that will help them see the different things they can do to improve that station.”

The program is designed to provide more ownership opportunities to the operators.

“What we’ve found is that the operator knows best,” added Dave Christenson, pilot program leader.

That belief doesn’t just apply to Dearborn, but to all of Ford’s facilities. Operators know when something isn’t right and are trusted to stop issues from being passed to the next station.

Thad Feiertag, a team member working in the laser cell section at Woodhaven Stamping, was recently recognized for spotting a potential problem with a part that had gone through the laser cell. He noted that an 8 mm screw hole, which is about half the diameter of a dime, was not a clean cut. Had the part been shipped to an assembly plant, it would have been returned due to the defect.

“You always want to catch a problem before it leaves the building,’ he said. “I’m always looking for them.”

In addition, all team members are encouraged to report potential quality concerns in a robust and timely manner with the goal to prevent any issues from leaving the plant.

There are a variety of ways an employee can report quality concerns on the job. If a potential concern is spotted, team members should notify a team leader or process coach immediately. If the concern is not being addressed, they can reach out to their quality manager or UAW quality representative.



“Sometimes workers see an issue and don’t think it’s a big deal,” says Charlesa Briscoe, team member at Chicago Assembly Plant who was recently recognized for her excellence in quality. “That might be true at times – or it might end in a recall. Pull your cord and report the problem. It’s a lot of work, but in the end, it’s rewarding.”

Throughout the company, at every level, quality is paramount – designers are reducing complexity, engineers are rigorously testing software codes, the company is elevating supplier standards, and sales and service is redeveloping its customer approach to become more responsive, more quickly.

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