Lockheed Martin's expectation is "Right the First Time and All the Time Quality." In support of Lockheed Martin's Quality performance expectation, we are requesting your management review this form and assure its total completion and accuracy before presenting your response to our representatives for acceptance. Complete all portions of this form or designate as 'Not Applicable' with supporting rationale. Final determination of applicability is subject to the judgment of Supplier Corrective Action Request (SCAR) initiator or designated reviewer.

This response form is aligned to the industry recognized Eight Discipline (8D) problem solving approach. The Supplier should refer to the instructions and guidance from AS13000 and ARP9136 for 8D completion. Please contact SCAR initiator for specific instructions if you do not understand any portion of this form.

Submit completed responses for steps D0 to D5 by the SCAR response due date. *A submittal point is identified in the form after D5.* After submitting SCAR response for steps D0 to D5, proceed to CAP implementation and validation of effectiveness. The LM SCAR initiator or designated reviewer will establish a date to validate Corrective Action Plan (CAP) implementation and effectiveness. Refer to process flow below:

This form contains interactive elements that requires Adobe Acrobat. (click here to download)

D0 8D Preparation

LM SCAR Number		Initiation Date	SCAR Due Date	Date Submitted to LM
Company Name				
Response Submitted By				
LM Supplier Number				*(mm/dd/yyyy format)*
Problem Description				

D1 Establish Cross-Functional Team

Identify stakeholders, functional leaders, and process performers who supported the investigation and corrective action process.

8D Team	Name	Title / Function
Champion		
8D Team Lead		
Team Member		

D2 Define the Problem

Check if this is a Critical Safety Item ☐

Provide a response for each categorical row (Failure Mode, Discovery Point, Problem Manifestation, Impact). Investigative questions are provided as guidance for completing responses.

Failure Mode • What is the type of problem reported? i.e. operation, product, material, malfunction, sub-tier, specification, requirement • What is happening? • What should be happening?	
Discovery Point • Who reported the problem? • When was the problem reported? • Where in the process was the problem observed? • Can the problem be observed earlier in the process?	
Problem Manifestation • What process produces the problem? • When does the problem appear? • Has it occurred before?	
Impact • Who is impacted? • What is the impact? • How is the impact measured? i.e. delays, scrap rate, customer complaints • Is this part identified as CSI?	
Problem Statement	*****Attach photo of issue as necessary***
Using information collected above, summarize the problem statement.	

D3 Containment Actions

Describe all actions taken to contain nonconformity and protect Lockheed Martin in the table below. Typical Containment Actions include, but are not limited to: stop-ship, suspension and validation of WIP, stock purge, 100% sorting, subtier coordination, evaluation of other products or processes, and Customer notification. **Additional Containment Actions can be recorded in the additional table at the bottom of the response form.**

- Ensure actions have been verified to achieve intended purpose.
- Include traceability or reference details for products, processes, or services that were reviewed.
- Include control method details for actions taken to minimize operational impact (internal and external) while permanent Corrective Action is being developed, such as temporary inspection steps or verification activities.

	Containment Action Description	Date Completed
1		*(mm/dd/yyyy format)*
2		*(mm/dd/yyyy format)*
3		*(mm/dd/yyyy format)*
4		*(mm/dd/yyyy format)*

D4 Identify & Verify Root Cause(s)

Use the table below to summarize all causes identified during Root Cause Analysis (RCA). Robust RCA identifies causes to explain Occurrence, Non- Detection, and Quality Management System (QMS) failures leading to the reported nonconformity or problem. This may include contributing causes that by themselves would not cause the problem but can increase the risk of the issue to occur. **Additional Causes can be recorded in the additional table at the bottom of the response form.**

- Complete RCA using at least one industry recognized RCA tool. Potential RCA tool templates are included for reference.
- For each identified cause, reference the applicable RCA Tool #. Include as attachments.

View RCA Tools

#	Cause Description	Related to:	RCA Tool File Name
1		Click Here	
2		Click Here	
3		Click Here	
4		Click Here	

If causes explaining problem occurrence, non-detection, and QMS failure are not identified, provide supporting rationale as to why not. ***For example: "No QMS failure related to the reported nonconformity or problem."***	

D5 Define Corrective Action Plan

Define Corrective Action Plan (CAP) for all causes identified in D4; record complete details in table below. Include planned Measure of Effectiveness (MoE) and target date. **Additional CAP Actions can be recorded in the additional table at the bottom of the response form.**

#	Action Description	Relates to D4 Cause #	Action Owner	Implementation Target Date
1				*(mm/dd/yyyy format)*
2				*(mm/dd/yyyy format)*
3				*(mm/dd/yyyy format)*
4				*(mm/dd/yyyy format)*

Measure of Effectiveness		*The Measurement of Effectiveness measures a quantity of a Product/Process over a desginated period of time with an expected performance measure. **Describe how** the **CAP will be verified for** effectiveness.*
Target Date		

Submit Form

D6 Implement Corrective Action Plan & Validate Effectiveness

Implement CAP and complete MoE.
Any changes to previously agreed to CAP and/or MoE must be resubmitted to LM for acceptance.

If CAP has been deemed **effective** according to MoE:

- Submit objective evidence of CAP implementation and completion of MoE to LM SCAR Initiator.
- Proceed to steps D7 and D8.

If CAP has been deemed **ineffective** according to MoE:

- Notify LM SCAR Initiator.
- Return to D4 for reassessment of RCA.

D7 Transfer Knowledge Across Business

Identify reach-across opportunities to transfer knowledge and prevent a similar nonconformity or problem from occurring elsewhere. Identify other products, processes, or services that can potentially be affected by the same or similar undesirable nonconformity or problem. Identify applicable information that can be shared and define actions to transfer across to those identified areas.

D8 Recognize Team & Close 8D

Communicate SCAR closure to 8D team and relevant stakeholders. Capture lessons learned and recognize team's accomplishment in effectively addressing the nonconformity or problem.

D3 Containment Actions - Additional Fields If Needed

	Containment Action Description	Date Completed
5		*(mm/dd/yyyy format)*
6		*(mm/dd/yyyy format)*
7		*(mm/dd/yyyy format)*
8		*(mm/dd/yyyy format)*
9		*(mm/dd/yyyy format)*

D4 Identify & Verify Root Cause(s) - Additional Fields If Needed

#	Cause Description			Related to:	RCA Tool Used
5				Click Here	
6				Click Here	
7				Click Here	
8				Click Here	
9				Click Here	

D5 Define Corrective Action Plan - Additional Fields If Needed

#	Action Description	Relates to D4 Cause #	Action Owner	Implementation Target Date
5				*(mm/dd/yyyy format)*
6				*(mm/dd/yyyy format)*
7				*(mm/dd/yyyy format)*
8				*(mm/dd/yyyy format)*
9				