

Introduction to Eaton's Quality Management System (EQMS)

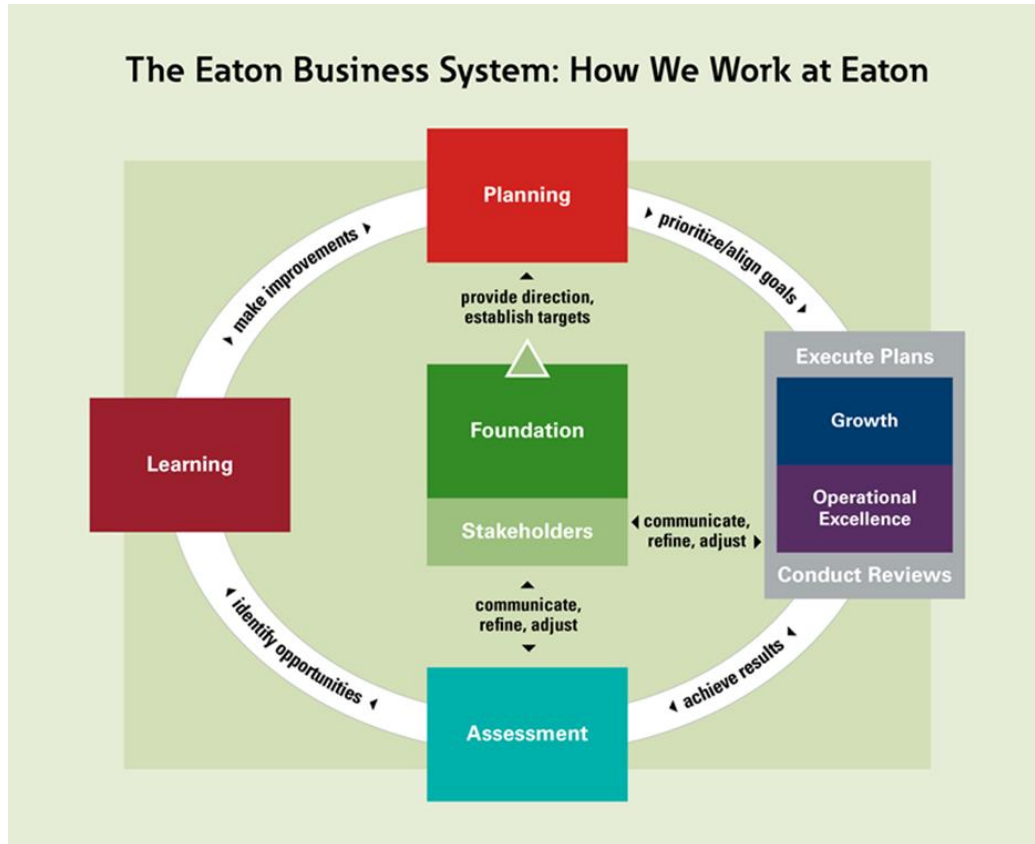


Learning Objectives

- Build greater awareness about Eaton Quality Management System (EQMS)
- Become familiar with the steps involved in implementing EQMS
- Gain knowledge about the Eaton-specific QMS Policies and Procedures:
 - Eaton Corporate Quality Policy – *I Own Quality*
 - EQMS Policy Manual
 - Additional enterprise-wide Quality Policies and Procedures
- Build awareness around the EQMS Assessment Process

**Implementation of the Eaton Quality Management System
is required in every Eaton site**

What is EQMS?



EQMS refers to **Eaton Quality Management System**.

EQMS delivers value by ensuring:

- Process discipline
- Risks and opportunities are identified
- Required actions are taken and issues are addressed.
- Desired efficiency and effectiveness is achieved.

EQMS defines the minimum Quality Management System (EQMS) requirements applicable for **all** Eaton sites.

Components of EQMS

ISO 9001 Based Quality Management System

An ISO 9001 based QMS is the base line starting point for EQMS implementation.



Components of EQMS

Customer-Specific Requirements

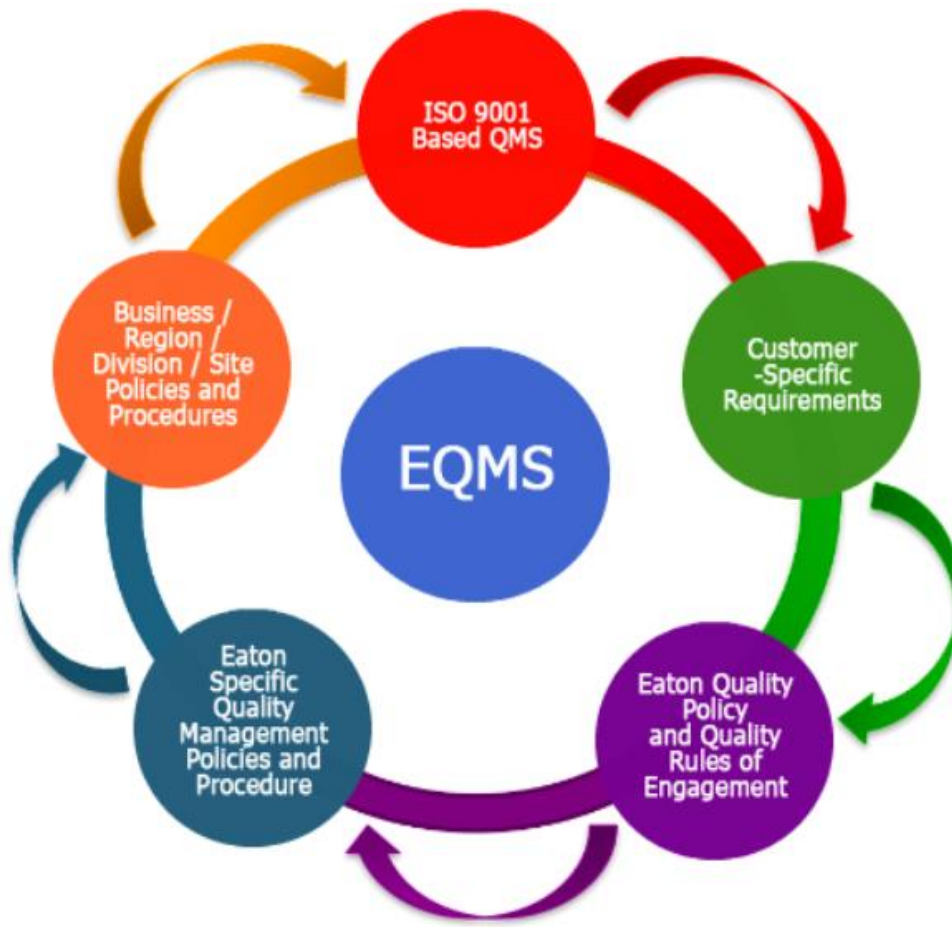
Specific requirements applicable to products, processes and customers for respective Eaton sites. Examples include, but are not limited to:

- AS 9100
- IATF 16949
- ISO50001 (Energy Management)
- ISO22301 (Business Continuity)

NOTE: In some cases, a site may not have additional customer-specific QMS requirements.



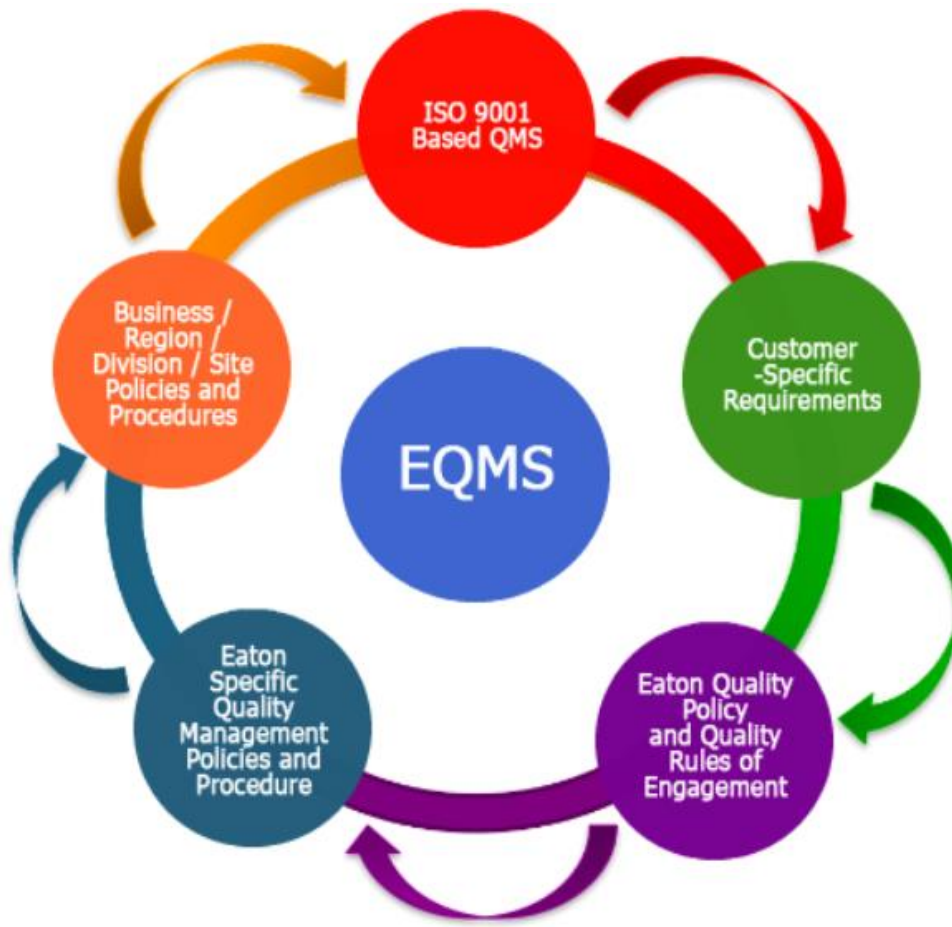
Components of EQMS



Eaton Corporate Quality Policy and Quality Rules of Engagement

Eaton Corporate Quality Policy and Quality Rules of Engagement defines the direction and expectations of Eaton Corporation for driving a quality culture across the organization in pursuit of Eaton's objective to provide the highest quality products, solutions and services to our customers. Every Eaton site must ensure that all their business and operational processes are driven to achieve the direction and requirements defined in the Corporate Quality Policy, and that all the employees are made accountable for achieving the Quality Rules of Engagement.

Components of EQMS



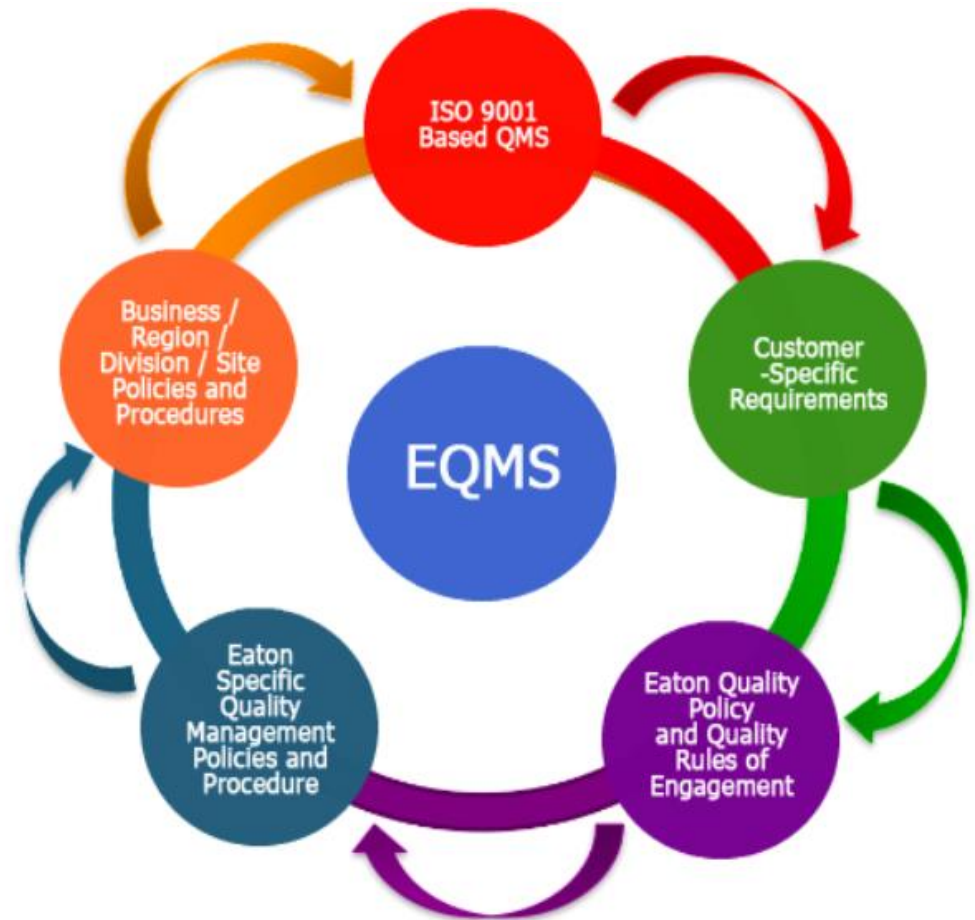
Eaton-Specific Quality Management System (EQMS) Policies & Procedures

The Eaton-specific QMS policies and procedures are defined based on Eaton practices, industry best practices, international standards (IATF 16949, AS 9100) and other sources/benchmarks.

Components of EQMS

Business / Region / Division / Site Policies and Procedures

The Business / Region / Division / Site Policies and Procedures form the final component of the holistic EQMS.



Eaton's Quality Policy

I Own Quality



I Own Quality

Our Quality Policy reflects the expectation that all employees, at every level and in every function of the Company are accountable for and take personal ownership of quality, in pursuit of Eaton's objective to provide the highest level of quality to our customers.

We demonstrate personal ownership of quality by:

Satisfying our customers and other internal and external stakeholders.

I continuously strive to understand their challenges and deliver quality solutions, products and services that meet their requirements.

Setting aggressive objectives for quality performance

I consider all steps of our processes – from start to finish – no matter what service, product or solution I am delivering.

Proactively identifying and solving problems every day.

When I detect a quality problem, I stop the process immediately and seek resolution. I am committed to continuously improving the Quality Management System, addressing risks and opportunities.

Having a zero defect mindset

I ensure quality by accepting no defects, making no defects, and passing no defects.

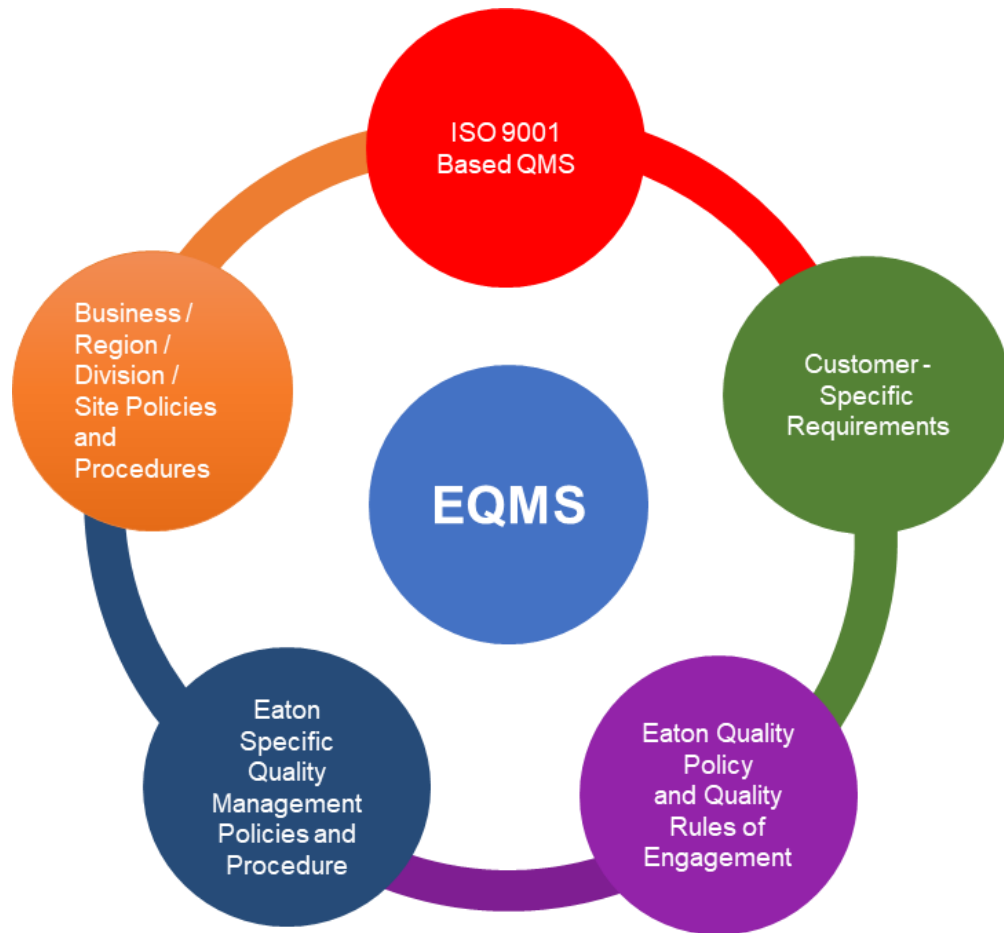
Quality Rules of Engagement

The Quality Rules of Engagement focus on six key quality areas pivotal to ensuring the excellence of our products and services. These rules are designed to highlight must-follow processes that are fundamental to our operations.

These rules directly support the behaviors in the Quality Policy through actions we can personally perform every day.

	Training & Qualification	Only perform work for which you're trained.
	Standard Work & Compliance.	Adhere to standard work, procedures, drawings or specifications.
	Error Proofing Devices	Obtain proper authorization before disabling or modifying error proofing or reference masters.
	Data Integrity	Ensure data recording and signatures are compliant with requirements.
	Process Deviation	Always follow standard processes and obtain proper authorization before deviating from a process.
	Material Control	Properly identify all materials and never mix models. Segregate and follow process to disposition nonconforming material.

Eaton specific requirements



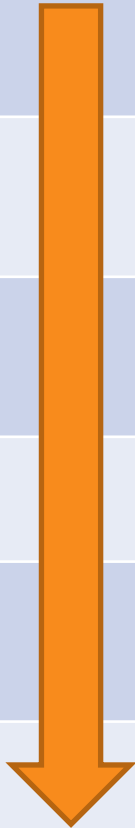
EQMS Policy Manual
• EQMS Policies

Other enterprise-wide requirements

Quality Document Hierarchy

Quality Document Hierarchy

Quality Document Hierarchy

Document Type	Description	Approval	Document Hierarchy
Eaton Corporate Quality Policy and Quality Rules of Engagement	Apex (Highest-level) document across the organization for providing direction related to Quality Culture	Eaton Senior Leadership Council	
Eaton Quality Management System Policies	Top-level Corporate Quality Policies defining the minimum requirements for different elements of Eaton Quality Management System.	Senior Vice President of Quality and Quality Leadership Team	
Enterprise-wide Corporate Quality Procedures	These are documents which typically support Corporate Quality Policies. Provides more details regarding "what" and "how" for the requirements defined in Corporate Quality Policies.	Senior Vice President of Quality and Quality Leadership Team	
Group-level Documents	These are documents defining specific additional Business-specific requirements, which must not contradict / override the requirements defined in the documents mentioned above	Group Quality Lead	
Divisional / Regional Documents	These are documents defining specific additional Division / Region-specific requirements, which must not contradict / override the requirements defined in the documents mentioned above	Division / Regional Quality / QMS Lead	
Site-level Documents	These are documents defining specific additional Site-specific requirements, which must not contradict / override the requirements defined in the documents mentioned above	Site Quality Lead	

Documents and records relating to the EQMS shall be maintained as per the corporate Records Retention Policy & Schedule

EQMS Policy Manual



Leadership

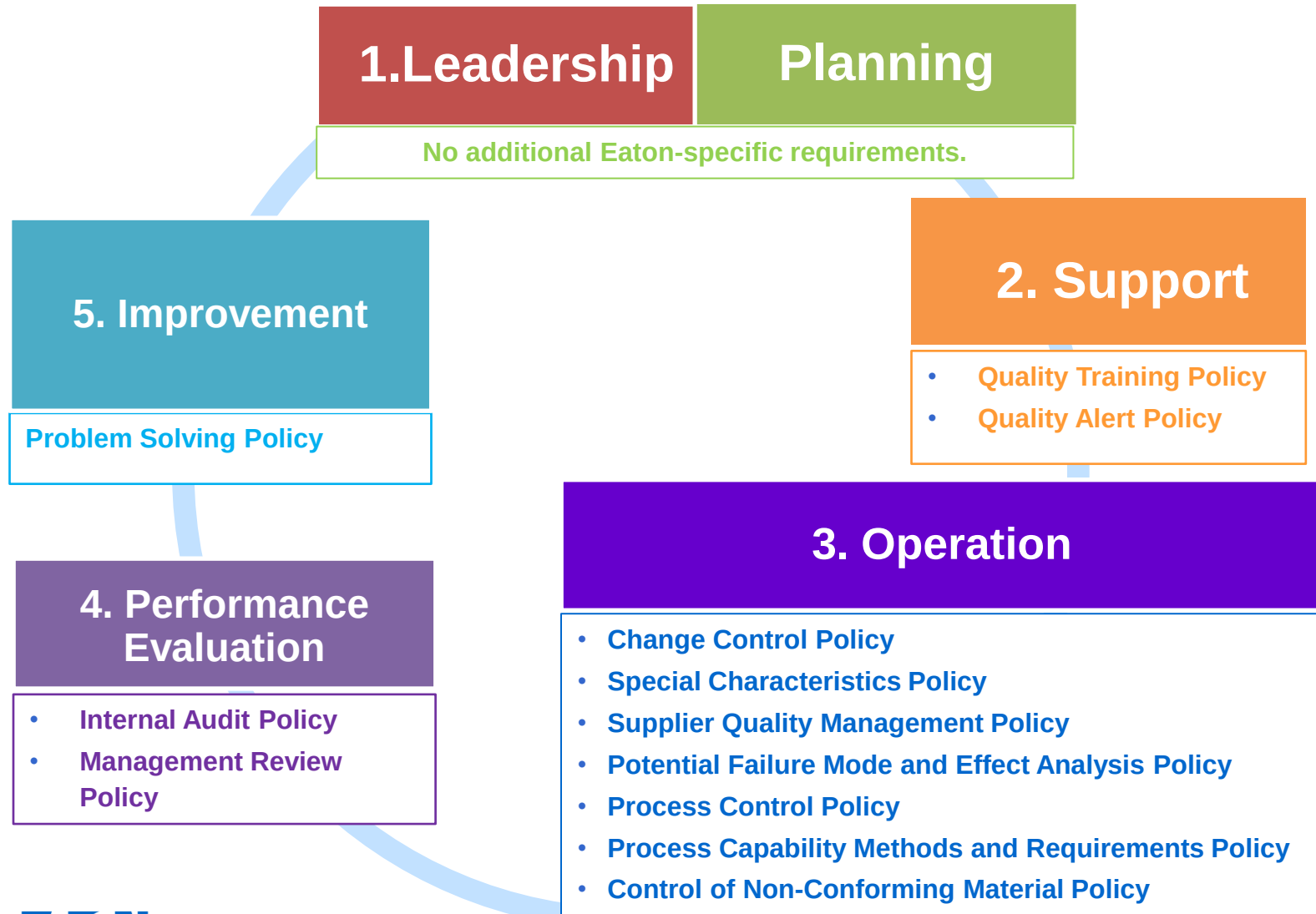
Planning

Support

Operation

Performance
Evaluation

Improvement



Other enterprise-wide requirements

- Enterprise-wide Corporate Quality Procedures applicable to all businesses:
 - Quality Functional Review (QFR) Procedure
 - High Severity Customer Quality Escape (HSCQE) Field Campaign Procedure
 - Supplier Excellence Manual
 - Eaton Supplier Qualification Policy
 - Eaton Problem Solving Process



EQMS Policy Manual Auditable Clauses

Support

Support

Quality Training Policy

PURPOSE

- To ensure all Eaton employees receive & maintain a basic level of understanding of quality & quality tools
- Provides guidance for quality professionals on quality competencies

SCOPE

- Applicable for all employees in Eaton's quality function
- Those who affect the quality of Eaton's products and services

FUNCTIONAL OWNERSHIP

- Quality
- Human Resources

Quality Alert Policy

PURPOSE

- To provide guidance in the approach, deployment, and expected results from utilizing standard work to ensure the Quality Alert System reaches the intended audience

SCOPE

- All Eaton locations

FUNCTIONAL OWNERSHIP

- Plant Manager
- Quality

High Severity Customer Quality Escape – Field Campaign Procedure

PURPOSE

- To ensure appropriate personnel and functions are engaged in resolving, monitoring and communicating the actions and results of the HSCQE

SCOPE

- All sectors, groups, regions and divisions

FUNCTIONAL OWNERSHIP

- Plant Manager
- Plant Quality Manager
- Sector and group Quality leaders

EQMS Policy Manual Auditable Clauses

Operation

Operation

Change Control Policy

PURPOSE

- To provide guidelines for and support deployment of a systematic process throughout Eaton to control and react to changes that may impact product realization

SCOPE

- All product/process changes that impact product realization, including those caused by suppliers

FUNCTIONAL OWNERSHIP

- Organizational Leadership
- Change Control Forum

Special Characteristics Policy

PURPOSE

To provide minimum requirements to create and support products, which may require additional controls

SCOPE

- Each operating group/division
- Characteristics of products designed, maintained, and either sourced or manufactured by Eaton

FUNCTIONAL OWNERSHIP

- Design Engineering
- Manufacturing Engineering
- Product Engineering

EQMS Policy Manual Auditable Clauses

Operation

Operation

Supplier Quality Management Policy

PURPOSE

- To summarize Eaton's supplier development and quality processes and systems
- Specific sections defined for internal suppliers

SCOPE

- All Eaton businesses' external supplier development/quality activities related to processes, products and services that are intended for incorporation into Eaton's products and services.
- Specific requirements defined for internal suppliers.

FUNCTIONAL OWNERSHIP

- Supplier Quality
- Supply Chain Management

Eaton Global Supplier Excellence

PURPOSE

- Define the minimum requirements, processes, and systems for doing business with Eaton

SCOPE

- All suppliers to Eaton shall read and understand the requirements of conducting business with Eaton

FUNCTIONAL OWNERSHIP

- Supplier Quality

Supplier Qualification Policy

PURPOSE

- Defines the requirements for evaluating the business systems of external suppliers using a standard Eaton assessment tool

SCOPE

- Applies to external Direct Material Suppliers as defined by each Business. It may also apply to Indirect Material suppliers (i.e. packaging) at the discretion of the Business.

FUNCTIONAL OWNERSHIP

- Supplier Quality
- Supply Chain Management
- Eaton Business cross-functional Sourcing Team

EQMS Policy Manual Auditable Clauses

Operation

Operation

Potential Failure Mode and Effect Analysis Policy

PURPOSE

- To provide guidelines and support a systematic process to ensure that potential failure modes and associated causes/mechanisms have been considered and addressed.

SCOPE

- pFMEAs must be implemented for designs, processes and products (utilizing the format identified by AIAG / VDA AMDEC/SAE standards or other formats required by the customer.

FUNCTIONAL OWNERSHIP

- Design engineering
- Manufacturing engineering
- Product engineering
- Quality
- Supply Chain Management

Process Control Policy

PURPOSE

- To outline tools/methods that must be implemented to ensure processes of Eaton manufacturing operations are carried out under defined and controlled conditions.

SCOPE

- All manufacturing processes and processes affecting product quality
- Shall be applied from receipt of supplier material/parts/components/sub-assemblies through shipment.

FUNCTIONAL OWNERSHIP

- Design Engineering
- Manufacturing Engineering
- Product Engineering
- Quality

Process Capability Methods and Requirements Policy

PURPOSE

- To ensure key manufacturing input process parameters & output product characteristics are assessed for variation, monitored for special versus common causes
- Suitable action is taken

SCOPE

- At a minimum, to all process / product characteristics deemed as “special characteristics”, using a systematic risk management approach via documented procedure

FUNCTIONAL OWNERSHIP

- Manufacturing Engineering
- Product Engineering
- Quality

Control of Non-Conforming Materials Policy

PURPOSE

- To provide guidelines and support deployment of a systematic process across Eaton to control NCM found during material receiving, manufacturing process, or returned by customer

SCOPE

- Applies to raw materials, packaging materials, work-in-progress and finished product

FUNCTIONAL OWNERSHIP

- Manufacturing
- Quality
- Supply Chain Management
- Material Review Board (MRB)

EQMS Policy Manual Auditable Clauses

Performance Evaluation

Performance Evaluation

Internal Audit Policy

PURPOSE

- To define a common approach and method for quality-related auditing to assure all Eaton sites' customer-specific and regulatory requirements are met by an efficient, effective, and reliable QMS

SCOPE

- All Eaton sites, may apply to group/ division/ region levels based on organizational structure
- Applies to all types of audits within the organization

FUNCTIONAL OWNERSHIP

- Plant Manager
- Department heads (e.g., Quality, Manufacturing, Engineering, Supply Chain, etc.)

Management Review Policy

PURPOSE

- To provide guidelines and support a systematic process to ensure management reviews of the QMS are conducted at planned intervals

SCOPE

- All Eaton sites, may apply to group/division/ region levels based on organizational structure

FUNCTIONAL OWNERSHIP

- Site Manager / Organizational Leader
- Department heads (e.g., Quality, Manufacturing, Engineering, Supply Chain, etc.)

Quality Functional Review Procedure

PURPOSE

- To establish a standard approach to identify the health of QMS & business risk which could lead to 3rd party major audit findings, impact customers shipments or loss of QMS certification

SCOPE

- All Businesses / Region / Division

FUNCTIONAL OWNERSHIP

- Group Quality Leader

EQMS Policy Manual Auditable Clauses

Improvement

Improvement

Problem Solving Policy

PURPOSE

- To provide guidelines for a uniform problem solving approach to be utilized throughout Eaton

SCOPE

- All Eaton sites
- All levels of the organization and functions
- All non-conformances related to product, process and system

FUNCTIONAL OWNERSHIP

- Facility Manager
- Quality
- Manufacturing
- Manufacturing Engineering
- Design Engineering
- Product Engineering
- Supply Chain Management

Eaton Problem Solving Process

PURPOSE

- The purpose of this corporate procedure is to define the problem solving process, guiding the organization on:
 - Project selection
 - Project metrics; and
 - Project approach

SCOPE

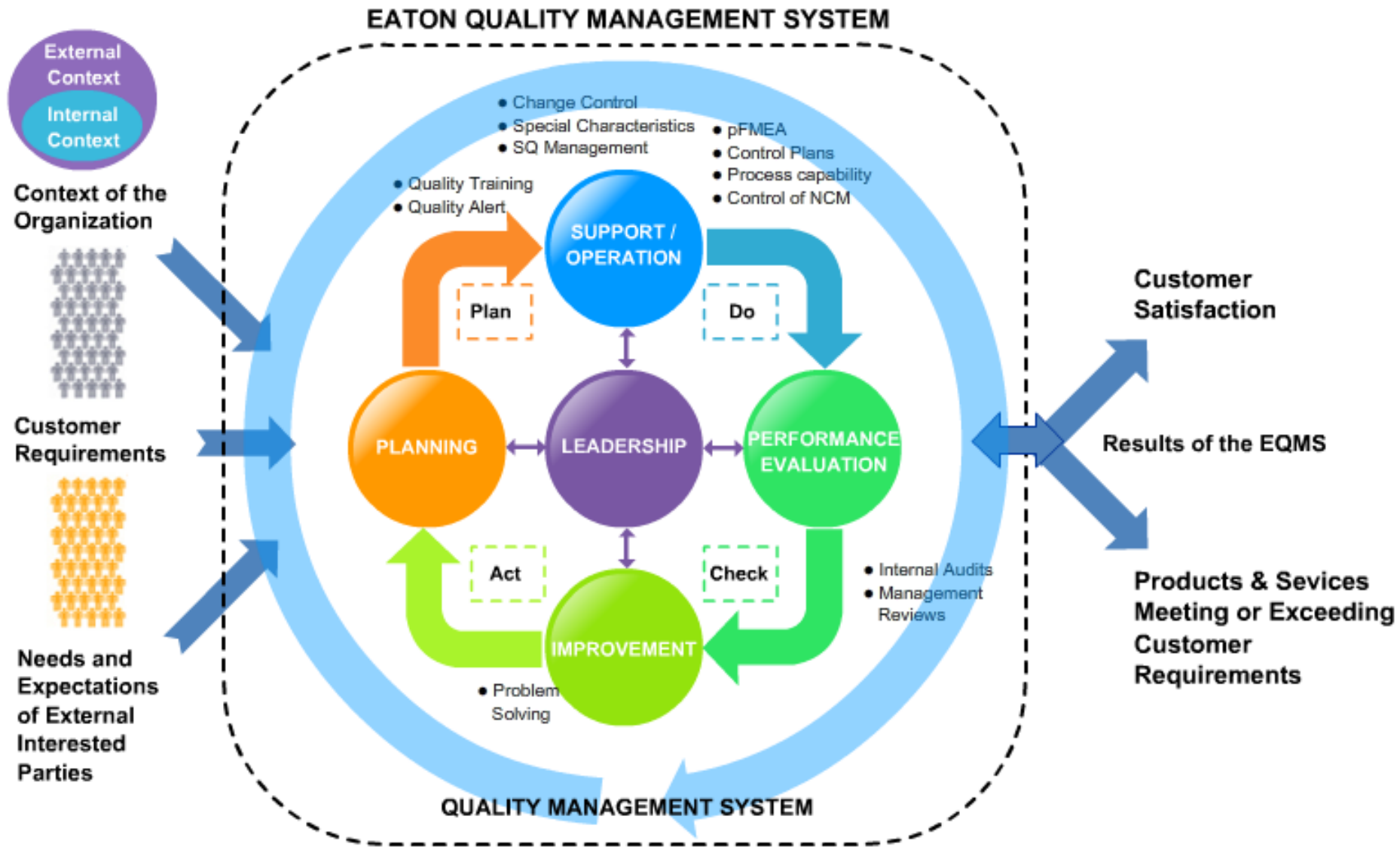
- This document provides situations as minimum requirements where different problem solving tools and approaches must be used. Each business can define their own problem solving process which may include – See It, Solve It, Find It, Fix It, etc.

FUNCTIONAL OWNERSHIP

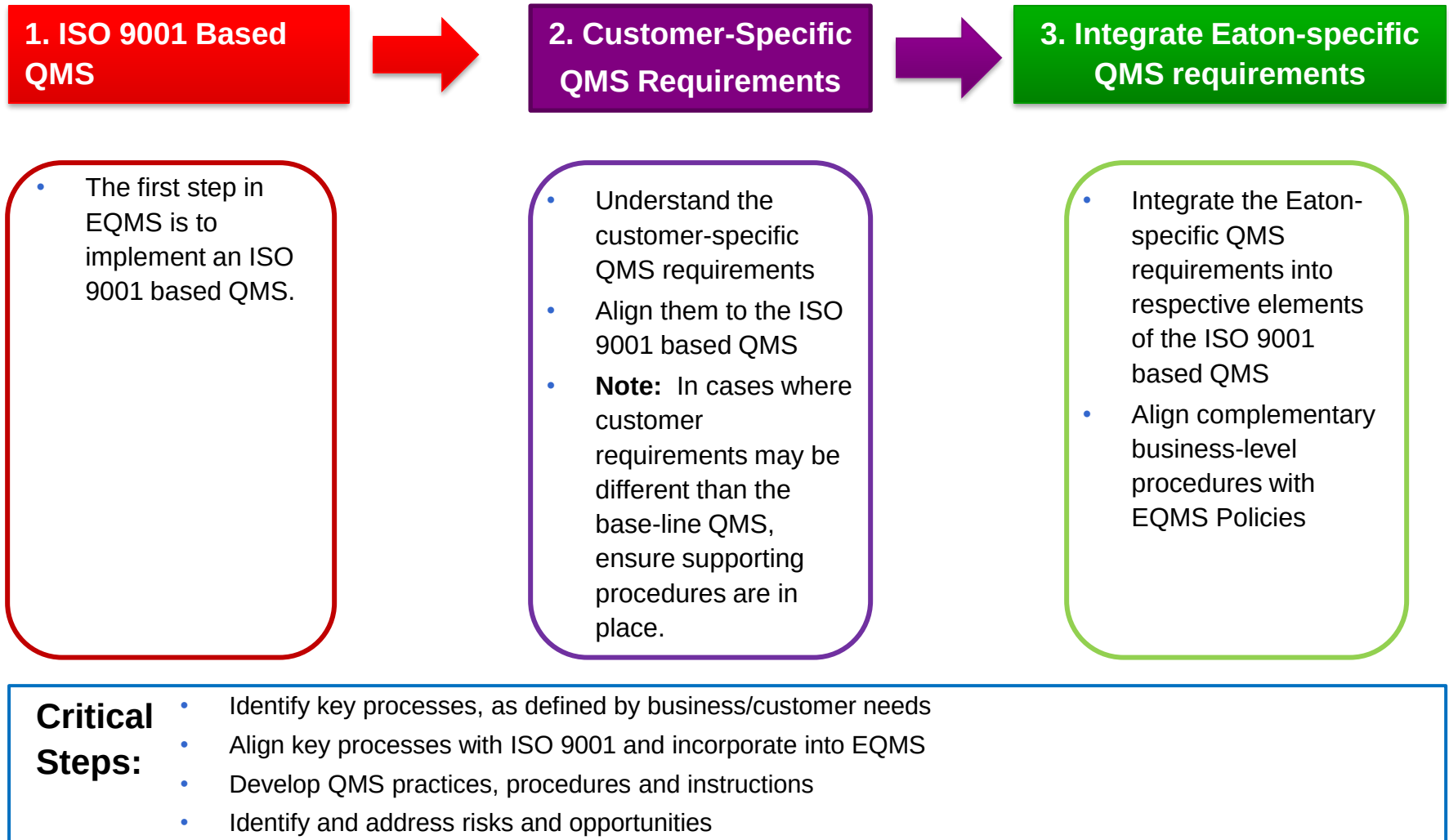
- Facility Manager
- Finance
- CI Coordinator
- Quality

PDCA in EQMS

Plan – Do – Check - Act



EQMS implementation guidelines



EQMS implementation requirements



In which sites is
EQMS applicable?

In which sites is EQMS applicable?

All Eaton manufacturing and support sites must implement an ISO 9001 based QMS and achieve certification from a third party registrar. Supporting sites, defined as sites that support manufacturing sites, such as service centers and centralized functions (engineering, supply chain management, logistics, distribution centers) must also be compliant with ISO 9001 requirements.

EQMS implementation requirements



Is it the same for all sites?

Is it the same for all sites?

No. The decision about QMS certification for all sites shall be made based on the context of the organization's QMS.

EQMS implementation requirements



How does the
context of the
organization matter?

How does the context of the organization matter?

Context of the organization refers to the combination of internal and external issues that can have an effect on an organization's approach to developing an achieving its objectives. The organization's objectives can be related to its products and services, investments and behavior towards its interested parties. Understanding these issues can help in appropriately defining the context of the organization.

EQMS Assessment

- Ensures key EQMS requirements are reviewed and actions initiated to mitigate risk.
- Conducts periodic evaluations of the QMS audit summary and trigger event findings.
- Uses systemic outcomes of scheduled and unscheduled audits due to triggering events, such as:
 - Corrective actions
 - CONC actions, etc.
- Results of audit findings are summarized and used to create a CI roadmap.
- Management team sets the priorities and monitors improvement actions.
- Supports EBS and OpA.



[Click here to access the Eaton Quality Management System Summary Workbook](#)

Resources – where to go next

[Quality Web page on JOE](#)

[Quality ERG](#)

[Quality Functional College
\(Eaton University >> Functional
Learning >> Select Function -
Quality\)](#)





Powering Business Worldwide