Clarify how the organization ensures that work processes are meeting key process requirements. Clarify if in-process measures are used to control and improve work processes. Clarify if processes have been deployed to the workforce to evaluate and control the quality of their own work. Item 6.1, OFI 1, What in-process measures do you use to control and improve your work processes given the “key requirements that work processes must meet” in Figure 6.1-2 In interviews with Jack Paul, Deb Mafrans, and Eric Kimzo, it became clear that they struggled with the concept of "in-process" measures.  There is no use of Statistical Process Control.

In discussions with operators, they could not identify any measures they checked in the midst of their process(es) that would ensure a good quality product that would meet its requirements.  Very few were familiar with the term, Jidoka, and none of the operators we spoke with have ever "stopped the line" or knew of anyone else who had done that to prevent non-conforming product from passing on to the next process.  
In review of training materials regarding quality, there is no mention of in-process measures, leading indicators, or SPC.  There is also no training for operators to check their own work. Conclusions/ Impact on Comments: Because of the organization's need to have a low cost of operations for its medium-size gas and diesel-power lawn tractors (Figure P.1-8) and low warranty costs and good quality (P.1b(2) and Figure 2.1-3), the lack of in-process measures represents a significant opportunity for improvement.  The previous OFI comment will now be bolded. Interviews with Key Process Owners

