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# QUALITY LEADERSHIP



## MESSAGE PRINCIPLE 4: ENSURE PEOPLE HAVE THE NECESSARY SKILLS AND TOOLS TO DO THEIR JOBS



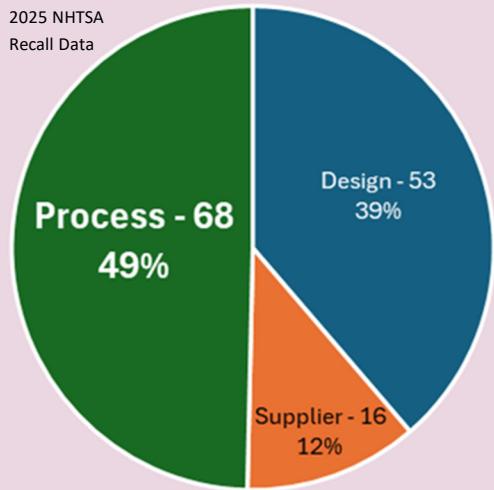
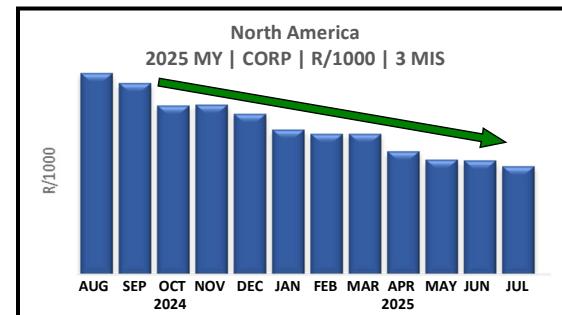
Everett Samuels  
FORD Salaried Representative  
National Quality Committee

### DRIVE TO BE #1 - IMPROVE EVERY DAY

DECEMBER 2025

North America warranty at 3 MIS has **improved significantly** month over month, and for 2025 we are close to best ever results. But, with continued recalls, it reinforces how we **cannot afford to make defects, take defects, nor pass them on.**

Therefore, we need **YOUR** continued effort in executing the Quality Operating System (QOS), putting the customer first with every single vehicle or component we make.



2025 Data from the National Highway Traffic Safety Administration (NHTSA) shows that Ford accounts for **137 (one third)** of the nations 380 recalls. The next closest manufacturer is Stellantis at 46 recalls.

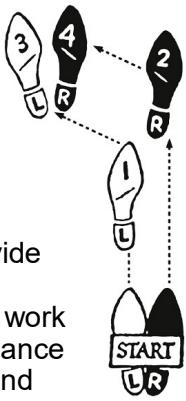
Based on the descriptions for the 137 Ford recalls: (All filtered data)

- 39% are attributed to **DESIGN** flaws, such as software errors, material choices, component routing, or fundamental engineering specifications.
- 12% are due to **SUPPLIER** issues, indicating defects in parts or components manufactured by external companies.
- 49% stem from **PROCESS** failures. These are plant controllable failures that both salaried and hourly employees are responsible for. They include **incorrect assembly, improper tightening of fasteners, manufacturing defects in our own production lines, management/engineering decisions, failure to follow procedures, or errors in previous repair procedures.**

**Given our customer's expectations for uncompromised quality, it is important that we ensure people have the necessary skills and tools to do their jobs.**

**Operator Instruction Sheets (OIS)** define the work steps in sequence (standardized work) and provide information on key Safety and Quality points. They align to Engineering Process Standards and follow a strict Manage the Change Process.

**Work Element Sheets (WES)** provide additional detailed information to communicate "How" and "Why" the work step must be completed. They enhance training to ensure standardization and repeatability.



We are asking you to be the eyes and ears for all Ford customers. If something doesn't look right to you, or measure up to our quality standards, we urge you to question it immediately and follow the standard escalation processes to ensure timely resolution: **the Stop Button Procedure, the Quality Concern Resolution Process, and the Quality Hotline.**

Quality Concern Resolution Process & Form

