

GOVERNANCE DOCS

IATF 16949:2016

Gap Assessment Report

IATF 16949:2016 Automotive Quality Management System

Torque Auto Components (sample)

Manufacture of machined powertrain components for two OEM customers at the main plant.

ASSESSED	25 September 2026
EDITION	First edition, 1 October 2016, applied with ISO 9001. Second edition planned mid-2027
IN SCOPE	66 requirements, 66 applicable
PROFILE	Manufacturing and industrial · 50 to 249 people
PREPARED BY	Governance Docs

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Confidential. Prepared for Torque Auto Components (sample) from its own self-assessment; not independently verified by Governance Docs (see section A). Share on a need-to-know basis.

Where Torque Auto Components (sample) stands against IATF 16949



APPLICABLE

66

EVIDENCED

20

OPEN GAPS

46

HIGH PRIORITY

24

STATUS OF EVERY REQUIREMENT

8**16****9****13****20**

■ Not started

■ Planned

■ Partially implemented

■ Implemented, not evidenced

■ Implemented and evidenced

GAPS WITH AN OWNER

20 of 46

WITH A TARGET DATE

12 of 46

NOT ANSWERED

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WHAT THIS ASSESSMENT TELLS YOU

- Overall readiness is 58.0% against IATF 16949 across 66 applicable controls. 20 of them are implemented and evidenced.
- Most open gaps: Clauses 8.5 to 8.7 - Production, control plan and nonconformity, with 8 at 54%. Strongest area: Clauses 8.1 to 8.3 - Customer requirements and design at 81%.
- 1 management-system clause scores under half: Clause 7 - Support, competence and measurement systems (47%). Clauses cannot be excluded, and this is a likely major nonconformity at a certification audit.
- 13 controls are operating but not evidenced. Collecting their records alone lifts the score to 62.9% (+4.9 points), the cheapest gain available.
- 24 gaps are high priority (not started or only planned); 6 of them are in Core tools, scheme rules and the second edition.

DO THESE FIRST

	PRIORITY	ACTION	OWNER	START FROM
1	HIGH	Bring every management-system clause above 50%, starting with 7.1.5.1.1 Measurement systems analysis	IT Manager	MSA Plan
2	HIGH	Put an owner and date against the 6 high-priority gaps in Core tools, scheme rules and the second edition	IT Manager	APQP Process Approach
3	MEDIUM	Adopt and tailor the Process Flow FMEA and Control Plan, which closes 5 open gaps	To assign	Process Flow FMEA and Control Plan

Analysis and priorities

IN ONE SENTENCE

You stand at 58% readiness with 46 open gaps, and you should focus first on closing high priority core tool gaps.

AI-assisted analysis, generated from the information the organization provided and checked automatically against the scores and findings in this report. It supports planning and is not an audit opinion; see "Basis of this report and limitation of liability".

FOR SENIOR MANAGEMENT AND THE BOARD

We have achieved a 58% score in our self-assessment, placing us at level 2 of 4, or Developing. Our main exposure lies in 24 high priority gaps, especially within core tools and production controls where critical processes lack formal execution. To protect our delivery standards and meet customer expectations, leadership must assign owners and target dates to all open gaps and allocate cross-functional time to complete planned procedures.

WHERE YOU STAND

Your self-assessment against IATF 16949:2016 shows an overall score of 58% and places the organization at readiness level 2 of 4, described as Developing. Out of 66 applicable requirements, you recorded 46 open gaps. Among these open items, 24 are high priority gaps. Furthermore, 20 gaps have an assigned owner and 12 have a target date. The status breakdown includes 8 not started, 16 planned, 9 partially implemented, and 13 implemented but not evidenced.

WHAT IT MEANS FOR THE ORGANIZATION

The results show solid progress in customer requirements and design at 80.6%, but major vulnerability remains in operational controls. Core tools, scheme rules and the second edition scored lowest at 17.9% with 7 open gaps. Clauses 8.5 to 8.7 regarding production, control plan and nonconformity have 8 open gaps. Because the programme is under way with material gaps an auditor would find, inconsistent execution across production scheduling and control plans creates risk for customer deliverables.

WHERE TO FOCUS FIRST

You should first target documentation and unstarted core controls. Evidencing what already runs raises the score to 62.9%, while finishing partially implemented items reaches 69.7%. Prioritize the 8 not started items and the 16 planned items, especially control plan coverage, measurement systems analysis, and internal audit programming. Deploying standardized records like the Process Flow FMEA and Control Plan will address key gaps quickly and lay the foundation to implement planned controls toward 87.9% readiness.

1 · EXECUTIVE SUMMARY

PRIORITIES

PRIORITY	WHY IT MATTERS	FIRST STEP	START FROM	WITHIN
1 Standardize control plans and production coverage 8.5.1.1a Control plan - coverage and phases · CT-APQP APQP and the Control Plan manual	Gaps in control plan phases and APQP manuals undermine product quality and production consistency. Addressing these prevents nonconforming product and stabilizes manufacturing controls.	Draft the comprehensive process control plan covering all required production phases.	Process Flow FMEA and Control Plan IATF 16949 Toolkit - 250+ Comprehensive Templates	30 DAYS
2 Establish risk-based internal audit programming 9.2.2.1 Internal audit programme - risk based	An unstarted audit programme leaves internal nonconformities undetected before external oversight identifies them. A structured schedule verifies that process controls function as intended.	Draft the annual schedule prioritizing higher risk manufacturing processes.	Annual Internal Audit Plan IATF 16949 Toolkit - 250+ Comprehensive Templates	30 DAYS
3 Implement measurement systems analysis and calibration 7.1.5.1.1 Measurement systems analysis · CT-MSA-PPAP MSA and PPAP editions	Incomplete measurement system studies risk releasing parts evaluated with unverified equipment. Standardizing studies ensures reliable inspection data across operations.	Define study plans for critical gauges using the standard analysis worksheet.	MSA Plan IATF 16949 Toolkit - 250+ Comprehensive Templates	60 DAYS
4 Strengthen customer-directed sourcing and supplier development 8.4.1.3 Customer-directed sources · 8.4.2.5 Supplier development	Without formal oversight of directed suppliers and supplier development, supply chain failures can directly disrupt production. Structured evaluation manages inbound part quality.	Review the approved supplier list to identify all customer-directed sources.	Approved Supplier List IATF 16949 Toolkit - 250+ Comprehensive Templates	90 DAYS

30 / 60 / 90-DAY ROADMAP

FIRST 30 DAYS

- Assign owners and target dates to all remaining unassigned open gaps across departments.
- Release the Process Flow FMEA and Control Plan template across active manufacturing lines.
- Establish the risk-based annual internal audit plan and schedule auditor evaluations.

DAYS 31 TO 60

- Execute measurement systems analysis studies on critical inspection equipment and tooling.
- Formalize product safety processes and complete documented management review inputs.
- Gather and archive evidence for the 13 implemented but unevidenced requirements.

DAYS 61 TO 90

- Update the approved supplier list and implement formal supplier development monitoring.
- Conduct internal audits across manufacturing processes according to the new plan.
- Review job set-up verification and alternate process controls on the shop floor.

Maturity across the standard

Each bar shows how the requirements in one area break down by status, weakest on the left. The score is the average across applicable requirements; the chips count open gaps by priority.

MANAGEMENT SYSTEM CLAUSES	STATUS MIX	SCORE	GAPS H · M · L
Clause 4 - Context, customer requirements and product safety		75%	
Clauses 5 and 6 - Leadership, risk and contingency		66%	
Clause 7 - Support, competence and measurement systems		47%	
Clauses 8.1 to 8.3 - Customer requirements and design		81%	
Clause 8.4 - Supplier management		71%	
Clauses 8.5 to 8.7 - Production, control plan and nonconformity		54%	
Clauses 9 and 10 - Performance, audit and problem solving		50%	
OTHER REQUIREMENTS	STATUS MIX	SCORE	GAPS H · M · L
Core tools, scheme rules and the second edition		18%	

Not started
 Planned
 Partially implemented
 Implemented, not evidenced
 Implemented and evidenced

WHERE THE NEXT POINTS COME FROM

The score after each kind of work, cheapest first. Gold is what that step adds.

Today		58.0%
Evidence what already runs 13 requirements		62.9% +4.9
Finish what is partly in place 9 requirements		69.7% +6.8
Implement what is planned 16 requirements		87.9% +18.2
Start what has not begun 8 requirements		100.0% +12.1

DOCUMENTS THAT CLOSE THE MOST GAPS

Each bar counts the open gaps that name the document as the way to close them.

Process Flow FMEA and Control Plan		5
Quality Manual Template (IATF 16949)		4
Customer Specific Requirements		3
Customer Specific Requirements Matrix		3
Control of Nonconforming Product Procedure		3
Why Why Analysis		3

All of these are in the IATF 16949 Toolkit (261 documents).

Every open gap, grouped by what has to happen next

Work from the top. Requirements not yet started or only planned are the ones a certification auditor reaches first; the last group already operates and needs only its records.

HIGH Not started · 8

Start from a documented baseline: adopt and tailor the document named below, then put it into operation.

Ref	Requirement	Area	Owner · target	Closes it
8.4.1.3	Customer-directed sources	Clause 8.4	HR Manager 21 Jan 2027	Approved Supplier List · Supplier Performance Rating
8.5.1.1a	Control plan - coverage and phases	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	To assign	Process Flow FMEA and Control Plan
8.5.1.7	Production scheduling	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	To assign	Daily Production Report · Production Procedure
9.2.2.1	Internal audit programme - risk based	Clauses 9 and 10 - Performance, audit and problem solving	Risk Manager 4 Feb 2027	Annual Internal Audit Plan · Internal Audit Schedule +1 more
CT-APQP	APQP and the Control Plan manual	Core tools, scheme rules and the second edition	To assign	APQP Process Approach · Process Flow FMEA and Control Plan
CT-SPC	SPC manual edition	Core tools, scheme rules and the second edition	To assign	SPC Calculator · Customer Specific Requirements
CT-MSA-PPAP	MSA and PPAP editions	Core tools, scheme rules and the second edition	IT Manager	MSA Calculator · Part Submission Warrant +1 more
SCHEME-RULES	Rules for achieving and maintaining IATF recognition	Core tools, scheme rules and the second edition	Operations Manager	Quality Manual Template (IATF 16949)

HIGH Planned · 16

Move from plan to implementation. Assign an owner and a date, then put the control into operation.

Ref	Requirement	Area	Owner · target	Closes it
4.4.1.2a	Product safety - process	Clause 4	Compliance Lead 12 Nov 2026	Product Safety Process · Product Safety Turtle Diagram
5.3.2	Authority for product requirements and corrective actions	Clauses 5 and 6 - Leadership, risk and contingency	To assign	Responsibility Matrix · Control of Nonconforming Product Procedure

6.1.2.3b	Contingency plans - tested and reviewed	Clauses 5 and 6 - Leadership, risk and contingency	IT Manager 12 Nov 2026	Contingency Plan · Consolidated Management Review Records
7.1.5.1.1	Measurement systems analysis	Clause 7	Compliance Lead	MSA Plan · MSA Calculator +1 more
7.1.5.2.1	Calibration and verification records	Clause 7	IT Manager 26 Nov 2026	Calibration Procedure · Annual Calibration Plan +2 more
7.1.5.3.1-2	Internal and external laboratories	Clause 7	To assign	Lab Scope · Lab Management Procedure +2 more
7.2.3-7.2.4	Internal and second-party auditor competency	Clause 7	IT Manager 29 Oct 2026	Internal Audit Check List · Competence Matrix +1 more
7.3.2	Employee motivation and empowerment	Clause 7	Risk Manager	Employee Motivation Process Approach · Suggestion Slip +1 more
8.2.3.1.3	Manufacturing feasibility	Clauses 8.1 to 8.3 - Customer requirements and design	Risk Manager 29 Oct 2026	Feasibility Report · Team Feasibility Commitment Form +1 more
8.5.1.1b	Control plan - elements and reaction plans	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	To assign	Process Flow FMEA and Control Plan · Control of Nonconforming Product Procedure
8.5.1.3	Verification of job set-ups	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	Compliance Lead	Setting Approval Slip · Patrol Inspection Report
8.6.2	Layout inspection and functional testing	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	Operations Manager 4 Feb 2027	Layout Inspection Plan · Layout Inspection
9.3.2.1-9.3.3.1	Management review inputs and outputs	Clauses 9 and 10 - Performance, audit and problem solving	To assign	Management Review Procedure · Consolidated Management Review Records +1 more
10.2.3	Problem solving	Clauses 9 and 10 - Performance, audit and problem solving	To assign	Corrective and Preventive Action 8D · Why Why Analysis +1 more
CT-FMEA	FMEA methodology	Core tools, scheme rules and the second edition	Risk Manager	Process Flow FMEA and Control Plan
SCHEME-CB	Certification body and database	Core tools, scheme rules and the second edition	To assign	Quality Manual Template (IATF 16949)

MEDIUM Partially implemented · 9

Extend the existing approach to the whole scope and apply it consistently, then evidence it.

Ref	Requirement	Area	Owner · target	Closes it
5.1.1.3	Process owners	Clauses 5 and 6 - Leadership, risk and contingency	Operations Manager	Responsibility Matrix · Organization Structure +1 more
6.1.2.1	Risk analysis	Clauses 5 and 6 - Leadership, risk and contingency	To assign	Why Why Analysis · Cost of Poor Quality Report
8.3.6.1	Design and development changes - supplemental	Clauses 8.1 to 8.3 - Customer requirements and design	Operations Manager	Engineering Change Request Form · Control of Drawing and ECN Procedure +1 more
8.4.2.5	Supplier development	Clause 8.4	Compliance Lead 29 Oct 2026	Supplier Development Plan · Supplier Development Turtle Diagram
8.5.2.1	Identification and traceability - supplemental	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	Risk Manager 10 Dec 2026	Identification Matrix
8.5.6.1.1	Temporary change of process controls	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	To assign	Alternate Process Procedure · List of Alternate Processes
9.1.2.1	Customer satisfaction - supplemental	Clauses 9 and 10 - Performance, audit and problem solving	To assign	Customer Satisfaction Procedure · Customer Satisfaction Monitoring Sheet +1 more
9.2.2.2-4	QMS, manufacturing process and product audits	Clauses 9 and 10 - Performance, audit and problem solving	IT Manager 10 Dec 2026	Annual Internal Audit Plan · Internal Quality Audit Plan +2 more
10.2.5-10.2.6	Warranty management and field failure analysis	Clauses 9 and 10 - Performance, audit and problem solving	IT Manager 10 Dec 2026	Customer Complaint Handling Procedure · Customer Complaint Register +1 more

LOW Implemented, not evidenced · 13

Collect and file evidence an auditor can sample. The control is operating; what is missing is the record of it.

Ref	Requirement	Area	Owner · target	Closes it
4.3.1	Scope of the QMS - supplemental	Clause 4	To assign	Quality Manual Template (IATF 16949) · Identification Matrix
4.3.2a	Customer-specific requirements - register	Clause 4	To assign	Customer Specific Requirements · Customer Specific Requirements Matrix

4.3.2b	Customer-specific requirements - mapped to clauses	Clause 4	To assign	Customer Specific Requirements Matrix · Control of Documents Procedure
4.3.2c	Customer-specific requirements - change monitoring	Clause 4	To assign	Customer Specific Requirements · Communication Matrix
6.1.2.2	Preventive action	Clauses 5 and 6 - Leadership, risk and contingency	To assign	Corrective and Preventive Action Process · Corrective and Preventive Action 8D
7.2.1-7.2.2	Competence and on-the-job training	Clause 7	To assign	Competence Matrix · Skill Matrix +2 more
7.5.3.2.1-2	Record retention and engineering specifications	Clause 7	To assign	Record Retention Matrix · Control of Drawing and ECN Procedure +1 more
8.2.3.1.2	Customer-designated special characteristics	Clauses 8.1 to 8.3 - Customer requirements and design	To assign	Identification of Special Characteristics · Listing of Special Characteristics +1 more
8.3.4.3-4	Prototype programme and product approval	Clauses 8.1 to 8.3 - Customer requirements and design	To assign	Part Submission Warrant · Work Instruction for PPAP Submission +1 more
8.4.2.2	Statutory and regulatory requirements	Clause 8.4	To assign	Purchasing Policy · Supplier Selection Evaluation and Monitoring Procedure
8.4.2.3.1	Supplier software and embedded software	Clause 8.4	To assign	Supplier Audit Check Sheet · Supplier Development Plan
8.7.1.x	Nonconforming, suspect, reworked and repaired product	Clauses 8.5 to 8.7 - Production, control plan and nonconformity	To assign	Control of Nonconforming Product Procedure · Deviation Form +1 more
2ND-EDITION	Readiness for the second edition	Core tools, scheme rules and the second edition	To assign	Quality Manual Template (IATF 16949) · Customer Specific Requirements Matrix

How it was scored

STATUS WEIGHTS

Status	Weight	Meaning
 Not started	0.00	No policy, process or activity exists for this requirement.
 Planned	0.25	Approach agreed and scheduled, but nothing is in place yet.
 Partially implemented	0.50	In place for part of the scope, or inconsistently applied.
 Implemented, not evidenced	0.75	Operating as intended, but you could not prove it to an auditor today.
 Implemented and evidenced	1.00	Operating as intended, with records an auditor can sample.
 Not applicable	—	A justified exclusion. Removed from the score - record why in your notes.

READINESS LEVELS

1 • Initial (0%+)

Most requirements are not yet in place. Build the foundations before thinking about an audit.

2 • Developing (40%+)

The programme is under way, with material gaps an auditor would find.

3 • Established (65%+)

Most controls operate. Remaining work is closing specific gaps and evidencing what runs.

4 • Audit-ready (85%+)

Controls operate and are evidenced. Ready for an internal audit and a certification body.

A management-system clause scoring under 50% holds the level at Developing, because clauses cannot be excluded from certification scope.

WHAT THIS REPORT IS

BASIS OF THIS REPORT AND LIMITATION OF LIABILITY

This report is the output of a self-assessment. The scores, readiness levels, gaps, analysis and recommendations in this report are derived solely from the information entered by the organization, and have not been independently reviewed, verified, tested or audited by Governance Docs. Governance Docs did not conduct an independent assessment of the organization, its controls or its operations.

The accuracy and completeness of the results depend entirely on the accuracy and completeness of the information provided. Governance Docs gives no assurance, certification or audit opinion, and accepts no liability for any inaccuracy, omission or deviation arising from that information, or for any decision taken, or not taken, in reliance on this report.

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A control that is running but cannot be evidenced scores 0.75, not 1.00. Auditors sample records, not intentions. Closing that distance is usually the fastest route to a higher score.

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YOUR WORKBOOK

The Excel workbook that comes with this report follows the same sections and colours. Dashboard: sections 1 and 2, recalculated live. Assessment: every requirement; change a status and every score, chart and level updates. Remediation Plan: section 3, with owners, dates and progress since this report. How it was scored: this page.

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