Supplier Evaluation 供应商评估

GENERAL EVALUATION INSTRUCTIONS 评估指导书

Purpose:
目的：

To assess the supplier's capability to produce and deliver a quality product to meet CLIENT NAME standards.
评估供应商，确定供应商有资质和有能力生产和完成合格产品来满足 CLIENT NAME 标准

Scope:
范围

Applies to all suppliers as deemed necessary by the Business Unit.
适用于以之商业和经济活动有关的所有供应商

Background:
背景

Evaluations should be conducted prior to awarding a contract or purchase order. This form may be used as a pre-assessment completed by the supplier or an on-site evaluation conducted by CLIENT NAME or its designated representatives.
评估工作应在合同和订单开始之前进行。

Definitions:
定义：

Supplier Submission = A submission made by a supplier containing verification of parts / materials as meeting all specified requirements. Information is based on a production run and includes at a minimum, a Dimensional Layout, and Control Plan.

FMEA = Failure Mode and Effects Analysis 失效模式分析
Systematic technique/document used to identify and rank the potential failure modes of a design/process in order to prioritize improvement actions. A cross-functional team activity.
应用系统的手法文档,对在设计和生产加工中存在潜能的失效和风险进行分析和评级,以确定改善措施的优先级别

Process Control Plan = is a written/document approach describing a summary of the systems used to minimize process and part variation. A cross-functional team activity.
过程控制计划=用文书形式来描述管理系统使工艺和零部件变动最小化,

8D = 8 Dimensions in the Corrective Action Process 对策过程的 8 种尺寸

Cp = Process Capability 加工能力

SPC = Statistical Process Control 统计过程控制

GR&R = Gauge Repeatability and Reproducibility 测量的可重复性和再现性

DFMEA = Design Failure Mode and Effect Analysis 设计失效模式分析

PFMEA = Process Failure Mode and Effect Analysis 过程设计失效模式分析

PPAP = Production Part Approval Process 生产部件确认过程

MRP = Material Resource Planning 物料控制系统

ERP = Enterprise Resource Planning 企业控制系统

Procedure:

Complete all sections of this survey where applicable. Attach any additional documents collected as evidence of conformance. Intentional blank spaces are provided in each section for additional questions if necessary.
请完成表中所有适用的调查部分. 并可附加一些文档资作为论证资料.如有必要在空白的区域还可增加一些问题.

SUMMARY & RESULTS: Based on audit findings determine if each section is effective. A supplier, if approved, shall correct or implement a corrective action plan to improve and ameliorate any areas found deficient during the evaluation audit / review.
总结和结果: 依据考察结果决定是否每个部分答案的有效性. 确定供应商如果通过,是否能针对考察中出现的问题和不足进行改进和改善,能够执行相应的纠正措施和改善对策

Evaluation Prepared by Who?: 评估准备 (it is best if a well trained buyer's representative fills out form during a visit.)

_____ _____ _____
NAME 名字 TITLE 职位 PHONE 电话

Company:公司名称 _____

NAME 名字

General Comments/Notes 评价/注明

COMPANY OVERVIEW

HEADQUARTERS
SUPPLIER ADDRESS:供应商地址 _____
CITY, STATE:城市 _____
POSTAL CODE:邮编 _____

MANUFACTURING SITE TO BE AUDITED
SUPPLIER ADDRESS: 工厂地址 _____
CITY, STATE: 城市 _____
POSTAL CODE:邮编 _____

TITLE 职位	NAME 名字	PHONE NO.]	TIME IN POSITION 在位年限	YEARS AT CO. 公司就职年限
CEO/President 董事长				
QC Manager QC 经理				
Plant Manager 工厂经理				
Production Control 生产控制				
Engineering Manger				

工程部经理				
Process Engineer 工艺经理				
Product Engineer 生产经理				
Supply Base Manager 物料或采购经理				
Sales 销售员				
Logistics Manager 物流经理				

RETURN THIS COMPLETED FORM TO: _____

EMAIL OR FAX NUMBER: _____

DATE DUE BACK TO company name: _____

1. ARE YOU ISO-9000 CERTIFIED? _____ IF YES, SEND COPY OF CERTIFICATE.
是否已通过 ISO-9000 IF NO, PLANNED DATE? _____ REGISTRAR? _____
如果有, 证书确认, 如果没有,计划日期 注册人

2. ARE YOU QS-9000/TS 16949 CERTIFIED? _____ IF YES, SEND COPY OF CERTIFICATE.
是否已通过 QS-9000/TS 16949 IF NO, PLANNED DATE? _____ REGISTRAR? _____
如果有, 证书确认, 如果没有,计划日期 注册人

3. ARE YOU ISO-14000 CERTIFIED? _____ IF YES, SEND COPY OF CERTIFICATE.
是否已通过 ISO-14000 IF NO, PLANNED DATE? _____ REGISTRAR? _____
如果有, 证书确认, 如果没有,计划日期 注册人

4. ARE YOU TL-9000 CERTIFIED? _____ IF YES, SEND COPY OF CERTIFICATE.
是否已通过 TL-9000 IF NO, PLANNED DATE? _____ REGISTRAR? _____
如果有, 证书确认, 如果没有,计划日期 注册人

-

5. WHAT IS THE FACILITY SIZE (m^2)? _____ NUMBER OF EMPLOYEES? _____ YRS IN BUSINESS? _____
工厂规模,占地面积 员工人数 经营年数

6. EMPLOYEE TURNOVER RATE ANNUAL? MANAGEMENT _____ HOURLY _____
每年的员工流动性 管理层 员工

7. YOUR CURRENT PLANT CAPACITY? % IMPACT OF OUR COMPANY'S QUOTED BUSINESS ON YOUR Plant Capacity?
现工厂的生产能力 _____ _____

8. HOW MANY SHIFTS / DAY DOES YOUR PLANT NORMALLY WORK? _____ DAYS PER WEEK? _____
工厂工作天数和倒班 每周工作天数

9. HOW LONG HAVE YOU BEEN IN THE BUSINESS YOU ARE QUOTING ON? _____
对于所报价的项目你经营有多少年

10. DO YOU HAVE OTHER MANUFACTURING LOCATIONS? _____
有没有其他工厂地址

11. DO YOU HAVE SHUT DOWN PERIODS? IF YES WHEN? _____
是否有停业的时间,如果有,时间是

12. STANDARD LEAD-TIME TO PPAP PARTS WKS
标准的时间周期 _____

TOOL EXPERIENCE RANKING

TOOL	NO EXPOSURE 无	SOME EXPOSURE 有一些理论知识	GOOD KNOWLEDGE NO EXPERIENCE IN APPLICATION 有很好理论知识, 但无应用	SOME IMPLEMENTATION EXPERIENCE 有部分执行经验	REGULAR USE: EXPERT AT IMPLEMENTATION 经常使用, 在实施方面很在行
1ST ARTICLE 初始样品	☐	☐	☐	☐	☐
CONTROL PLANS 控制计划	☐	☐	☐	☐	☐
8D 8D 尺寸	☐	☐	☐	☐	☐
SPC 统计过程控制	☐	☐	☐	☐	☐
CAPABILITY STUDY (CpK, other) 生产能力研究(CPK 等)	☐	☐	☐	☐	☐
FLOW CHART 流程图	☐	☐	☐	☐	☐
GR&R	☐	☐	☐	☐	☐
DFMEA 设计失效模式分析	☐	☐	☐	☐	☐
PFMEA 过程失效模式分析	☐	☐	☐	☐	☐
PPAP 生产部件确认过程	☐	☐	☐	☐	☐
PARETO CHART	☐	☐	☐	☐	☐
PROCESS IMPROVEMENT 工艺改善	☐	☐	☐	☐	☐
ROOT CAUSE ANALYSIS (FISHBONE, FACTOR ANALYSIS, 5 PHASE) 根本原因分析方法	☐	☐	☐	☐	☐
SIX SIGMA METHODOLOGY 6 希格玛技术	☐	☐	☐	☐	☐
OTHER 其他	☐	☐	☐	☐	☐

(I.) QUALITY SYSTEM

Question	YES	NO	N/A	Look For	Notes
1. Is there a written Quality Policy that is defined, documented, and communicated throughout the organization? 是否有明确的质量方针，在组织内部讨论，定义，和文档确定	☐	☐	☐	Documentation 文件	
2. Is there a documented Quality System? 是否有专门的质量系统，并文书化	☐	☐	☐	Management Review minutes	
3. Are disciplined problem solving method used? 是否使用品质手法来解决问题	☐	☐	☐	5 Phase, 8D, Kaizen	
4. Is there an effective planning process? 是否有有效的计划工艺流程?	☐	☐	☐	Design Reviews, FMEA's, Control Plans, Timing Charts, Checklists used 设计评论, 失效模式分析, 控制计划, 工时表, 检查表等	
5. Is quality data collected (e.g. SPC, Control/Range Charts, Pareto, etc.) and analyzed to control and drive process improvements? 质量数据收集和分析是否被被有效控制并推动加工工艺提高?	☐	☐	☐	Tour 巡视	
6. Are internal quality audits performed? 内部质量检察是否执行?	☐	☐	☐	Frequency, Documentation, Corrective actions, follow-up 频率, 文件.纠正措施,跟踪	If yes, how are results documented?如果有, 结果怎样记录
7. Is there a formal internal corrective action system in place? 是否有一正式的内部纠正对策系统	☐	☐	☐	Frequency, Documentation, follow-up 频率, 文件, 跟踪	If yes, how are results documented? 如果有, 结果成效怎样记录
8. Is customer furnished inspection and/or test equipment and fixtures maintenance controlled and documented? 客户提供的检查和测试设备及治具的维护和修养是否被控制和并与文书形式要求定期点检	☐	☐	☐	Documentation 文件	
9. Is incoming inspection performed with results documented? 进货来料检验是否执行，并结果用文书形式保留	☐	☐	☐	Is a sampling plan used? Quality Records 取样计划, 检查记录	What is the basis of the sampling plan? 取样基准
10. Is first article inspection performed on sub-contractor components? 首件产品检测是否在次供应商的产品中执行?	☐	☐	☐	Quality Records 质量记录	Who(m) is the FIA performed by? 谁负责首件产品检测
11. Is in-process inspection performed with results documented? 过程检测是否被执行,并结果文书化	☐	☐	☐	Quality Records 质量记录	
12. Is final inspection performed with results documented? 最终产品检测是否被执行,并结果文书	☐	☐	☐	Quality Records 质量记录	

化					
12. Is final out of box inspection performed with results documented? 在包装之前的最终检验是否文书化	☐	☐	☐	Quality or Production Records 质量或生产记录	
13. Is there a procedure for equipment calibration and recall? 是否有设备点检程序	☐	☐	☐	Procedure and Frequency 工序和频率	If yes, is calibration conducted in-house, sub-contracted, or both?如果有, 点检是在工厂内执行,还是外发,还是两者都有?
13. Is the customer notified when an Out-of-Calibration condition may have allowed defective product to be shipped? 客户是否有注明和强调未点检可能导致不良产品流出	☐	☐	☐	Quality Reporting Procedure and records 质量报告工序和记录	
14. Is product identified as to inspection/test status throughout all stages of production? 在生产的全过程产品是否被标识检查和测试状态	☐	☐	☐	Tracer or Tracking Documentation, Tour 追踪文件, 巡视	If yes, how is it identified? 如果有, 怎样确认鉴别
15. Is nonconforming material identified and segregated? 未检验和确认的产品是否被区分和分隔开?	☐	☐	☐	Tour 巡视	If yes, how is this controlled?如果有, 是怎样控制的
16. Is there a documented system to initiate, investigate, and provide solutions for customer complaints? 是否有文件系统对客户投诉进行启动, 调查并提供调查方案	☐	☐	☐	Documentation, process 文件, 程序	If not, what plans do they have to implement?如果没有, 有没有执行什么计划
17. Are Quality Records maintained? 质量记录是否得到维护	☐	☐	☐	Quality records 质量记录	If yes, what is the retention period? 如果有, 多久的保持时间

(2.) DESIGN AND CONTROL

Question	YES	NO	N/A	Look For	Notes
1. Does the company have adequate and experienced Engineering resources? 公司是否有足够和经验丰富的工程资源?	☐	☐	☐	Research and Development Budget 研发预算	% of profit or sales.
2. Capable of Electronic Data Transfer? 是否能电子数据格式互相转换?	☐	☐	☐	Transfer Data, EDI, XML, GBR 数据转化,不同文件格式	What format? 什么格式
3.Is there a comprehensive prototype program? 是否有复杂的模型程序	☐	☐	☐	Prototype Lab Tour 模型实验室巡视	
4.Capable of converting prototype tools for production? 是否能将模型转换成产品	☐	☐	☐	Converted Tools 转换工具	
5. Are design reviews, held, properly attended, action items followed up? 设计	☐	☐	☐	Verify records	
6. Is there a change control process?	☐	☐	☐	ECO/ECN process, approval records, notification policy, Quality	

有没有变动控制流程?				Manual	
7. Is there adequate test equipment and facilities for engineering?是否有足够的测试设备和工具用于研发 是否有足够机器和设备	☐	☐	☐	Engineering area and Lab tour, Calibration, equipment list 研发技术区域, 实验室区域,设备清单	% space for engineering area and lab.
8. Is there an engineering training programs 是否有工艺培训程序	☐	☐	☐	Training records	
9. Is there and established design transfer process. 是否有或已建立设计转换流程	☐	☐	☐	Checklists, FAE, Transfer Package, Product Quality Plan	
10. Can short runs / quick turns be done? 是否快速的设计转化	☐	☐	☐	Quality Records 质量记录	What is typical time? 通常时间是多少

(3.) DOCUMENTATION

Question	YES	NO	N/A	Look For	Notes
1. Are all interrelated processes under the same roof? 是否所有相关的加工工艺在同一目录下	☐	☐	☐	Flow diagrams	Are the documents assessable? What is the ETA if the drawings are located on an building?
2. Are all documents version/revision controlled? 所有文档的版本是否得到了控制	☐	☐	☐	Verify version / revision system	
3. Where customer documents are used are they controlled? 客户的文档	☐	☐	☐	Verify version / revision system	How do they handle and control proprietary information?
4. Is document distribution controlled? 文档的颁法是否得到控制	☐	☐	☐	Verify if a distribution list exist	
5. Is there document review & approval of document changes? 是否有文档体现和批准文件的变动	☐	☐	☐	ECO/ECN process, approval records	
6. Is there a method to ensure that changes are reviewed for impact on WIP? 是否有方法确保所有变动对生产的影响得到评价	☐	☐	☐	ECO/ECN process, approval records	
7. Are obsolete documents removed from use and clearly identified? 是否确保作废的文件不被使用，并有明确标识	☐	☐	☐	Documentation Control Process	
8. If the company used redlines or as built, are they adequately controlled?	☐	☐	☐	ECO/ECN process, approval records	

(4.) PRODUCTION PLANNING AND PROCESS CONTROL

Question	YES	NO	N/A	Look For	Notes
1. Are control plans revised for product and process changes or	☐	☐	☐	Control Plans compared to product and process	

when processes are found to be unstable or non-capable? 当工艺过程发现不稳定或不能发挥作用时,控制计划是否有跟着产品和工艺过程的变动和变动				SPC Charts updated 统计过程表更新	
2. Work area clean and well organized? 工作区域是否做到干净和整洁	☐	☐	☐	Tour 巡视	
3. How are deviations handled? 偏离值怎样控制	☐	☐	☐	Documented processes and approval authority Control of the documented deviation. 程序和有效权威地对偏离值的控制的相关文件	
4. Are detailed work instructions used and available where work is performed for assembly, fabrication, inspection and test? 详细的工作指导书是否得到使用,这些工作书被用来包装, 润滑,检测和测试	☐	☐	☐	Documentation, tour 文件, 巡视	
5. Is a traveler or router utilized for all production orders? 是否有专门的文件或工具被用来管理所有生产订单	☐	☐	☐	Documentation, tour 文件, 巡视	Process or Procedure 程序,或方法过程
6. Does the supplier support Customer Kanban systems? 供应商是否支持客户的看板系统	☐	☐	☐	Procedure, Documentation, tour 过程, 文件,巡视	Check the condition of the Kanban area. 检查看板区的状况
7. What is the current inventory management system? 是否有详细的物料清单管理系统	☐	☐	☐	Procedure 过程程序	
8. How many days of finished product inventory is on hand? 产品完成后的在库是多少天	☐	☐	☐		
9. What process assures that your production capacities are not oversold? 有没有什么流程来保证你们的生产能力没有产生不够的现象	☐	☐	☐	Documented processes 文书程序	

(5.) MATERIAL MANAGEMENT

Question	YES	NO	N/A	Look For	Notes
1. Is material identified, using suitable means, during all stages of production? 在产品的生产每个阶段, 是否用合适的方法,来对材料进行鉴别	☐	☐	☐	Process, tour 程序, 巡视	
2. Are items packaged, stored and handled to prevent damage? 产品是否被良好包装,保管并拿持以避免破坏	☐	☐	☐	Process, tour 程序, 巡视	Locked conditions, ESD conditions, humidity conditions. 密封状态,防静电状态,湿度
3. Does the inventory show evidence of Quality acceptance? 库存目录上是否有显示产品质量状况	☐	☐	☐	Tour 巡视	
4. Is there a method to manage materials by first in / first out? 是否有方法来管理物料首进和首出	☐	☐	☐	Process, tour 程序, 巡视	Verify records 检验记录

5. Is there a method to manage materials with a shelf life? 是否有方法来管理物料的储存寿命	☐	☐	☐	Process 文件	Verify records 检验记录
6. Are finished good clearly identified to enable an acceptable level of traceability? 完成的货物是否能清晰地辨别可接受的级别	☐	☐	☐	Tour 巡视	
7. Are material storage locations clearly marked? 物料的库存位置是否清晰地标明	☐	☐	☐	Tour 巡视	
8. Is there a procedure to properly identify, purged, and segregated nonconforming material to prevent its inadvertent use as acceptable material? 是否有一程序来辨别,清除和区分不良物料,并防止与良品混淆并被使用	☐	☐	☐	Process or Procedure 程序或过程	Verify staging area for nonconforming material 对未确认的材料是否表明所处的阶段

(6.) HANDLING, PACKAGING, STORAGE AND DELIVERY

Question	YES	NO	N/A	Look For	Notes
1. Is there adequate space for packaging and shipping product? 是否有足够的空间包装和运输产品	☐	☐	☐	Tour 巡视	
2. Is the product protected from damage prior to package and ship? 在包装和运输之前是否做到对产品进行保护?	☐	☐	☐	Tour 巡视	
3. Are there customer specified shipping requirements? If yes, are they available to worker? 是否客户有特定的运输及包装要求? 如果有，是否	☐	☐	☐	Documentation 文件	
4. Are all items packaged so as to protect them in shipping? 是否所有项目能被良好包装保证运输的安全	☐	☐	☐		
5. Does the supplier have the ability to import / export? 供应商是否有进口和出口的能力	☐	☐	☐	Documentation, packaging, customs 文件, 包装,报关	
6. What is the current shipping method? 什么是现有的运输方式?	☐	☐	☐	Documentation 文件	
7. What type of packaging, labeling and barcode is being utilized? 现包装，标签和条形码是怎样使用的	☐	☐	☐	Process 过程	
9. Are ESD and MSL devices labeled, stored and handled appropriately?" ESD 和 MSL 工具是否标签，储存或正确操作?	☐	☐	☐	Process, Documentation, Training records, tour 程序, 文件, 培训记录, 巡视	Verify if the operators that handle the ESD and MSL are trained.确认员工对 ESD and MSL 的操作是否执行

(7.) PURCHASING

Question	YES	NO	N/A	Look For	Notes
1. What ERP system is currently being used? ERP 系统是否确定被使用？	☐	☐	☐	MRP/ERP system MRP/ERP 系统	
2. How do you qualify your suppliers? 怎样确定供应商是否合格？	☐	☐	☐	Supplier Qualification History, Process 供应商论证过程, 历史记录	
3. How do you disqualify your suppliers 怎样确定供应商不合格？	☐	☐	☐	Supplier Disqualification History, Process 供应商论证过程, 历史记录	
4. How do you rate your suppliers? 怎样对供应商进行评定和划分等级？	☐	☐	☐	Supplier Score cards, process 供应商评分卡, 程序	
5. What is the process to qualify second sources after initial qualification? 在初步的资格认证后，怎样来对备选供应商进行认证	☐	☐	☐	Internal procedures 内部程序	
6. What organization controls the AVL. 什么组织控制 AVL	☐	☐	☐	Quality system 质量系统	
7. Are supplier audits performed at Intervals consistent with the importance and complexity of the product or service? 对供应商的工程监查依据保产品和服务的重要性和复杂性是否定期执行,	☐	☐	☐	Documentation 文件	
8. Are suppliers required to take corrective action when major quality or performance issues are observed? 当质量问题或执行问题被注意到时，供应商是否被要求采取对策	☐	☐	☐	Documentation 文件	
9. Are there key supplier partnerships in place? 是否将重要供应商放在合适的合作伙伴关系位置上？	☐	☐	☐	Documentation 文件	
10. Are quality and improvement goals established with suppliers? 质量和改善目标是否合供应商一起建立？	☐	☐	☐	Quality system 质量系统	
11. Are new suppliers approved by Quality, Engineering and Procurement?" 新的供应商是否被质量，工程和工艺等确认通过？	☐	☐	☐	Documentation 文件	

(8.) TRAINING

Question	YES	NO	N/A	Look For	Notes
Is there a training plan for all employees, including temporary employees? 是否为所有的员工及临时员工制定培训计划?	☐	☐	☐	Documentation, records 文件,记录	
Is training held on concepts of continual improvement, problem solving, and customer satisfaction? 培训是否坚持“持续改进，问题解决，顾客满意”的理念?	☐	☐	☐	Documentation, Records 文件,记录	
How does the supplier determine competence of personnel performing work? 供应商如何对员工个人的执行竞争力进行评定?	☐	☐	☐	Documentation, processes 文件,程序	
Are records of training, education and experience skills documented and maintained? 培训记录，教育和技能纪录是否设立文档并文档保留	☐	☐	☐	Records 记录	
How is the effectiveness of the training verified? 怎样证明培训的有效性?	☐	☐	☐	Documentation, processes 文件,程序	Frequency of surprise inspections or tests. 考试,评核的频率
Does the supplier provide and document periodic re-training / certification? 供应商是否提供定期的再培训和论证，并作记录?	☐	☐	☐	Records 记录	

(9.) ENVIRONMENTAL

Question	YES	NO	N/A	Look For	Notes
1. Are all parts/ components RoHS compliant? If not list the percentage that are compliant and the planned date for full compliance. 是否所有部件,部品满足 RoHS 标准,若没有列出成分百分比是否满足,则需要计划日期确定是否完全满足	☐	☐	☐	Certificate of Compliance (CoC), RoHS/WEEE Process Documents 质量保证书和 RoHS/WEEE 文件	
2. Are RoHS exemptions utilized to achieve compliance? If so, list the exemptions cited? 对于产品论证 RoHS 免除是否适用;如果,请列出 RoHS 免除	☐	☐	☐	Certificate of Compliance (CoC) 质量保证书	
3. Is compositional data on RoHS & WEEE banned, restricted, and reportable substances maintained in a database? If so list the database. 在 RoHS 和 WEEE 中禁止的,限制或需汇报的化学成分是否又在数据表中体现? 请在数据表中列出	☐	☐	☐	Material Declaration, Database Tables, RoHS/WEEE Process Documents 材料报告, 数据表, RoHS/WEEE 文件	

4. Are complete Material Declarations (homogeneous level breakdown, CAS No., quantity) available in accordance with IPC 1752 standard, “Materials Declaration Management”?	☐	☐	☐	Material Declaration Fully & Correctly Completed 材料报告是否全面和正确	
5. Has the composition of any of the parts/ components been measured analytically? 产品或部品的化学成分是否被有效的测量和分析	☐	☐	☐	3rd Party Test Lab Reports 第三方测试报告	

(10.) SPECIALIZED PROCESS (OPTIONAL

Question	YES	NO	N/A		Look For	Notes
	☐	☐	☐			
	☐	☐	☐			
	☐	☐	☐			
	☐	☐	☐			
	☐	☐	☐			
	☐	☐	☐			

CUSTOMER OR BUSINESS UNIT SPECIFIC REQUIREMENTS (OPTIONAL)

Please explain the Customer or BU requirements and/or include any relevant attachments

	Comments

Reason: