

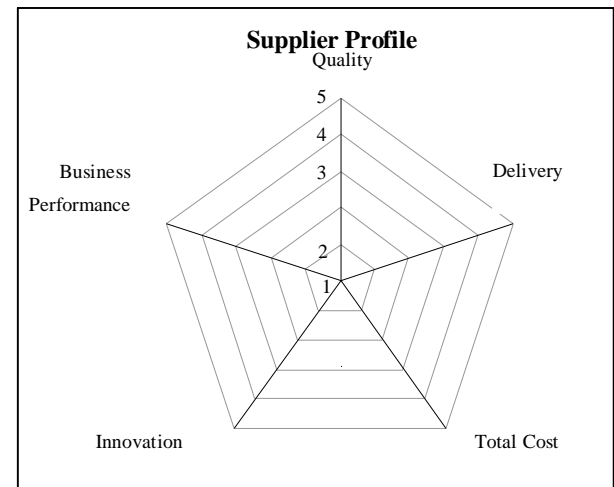
SUPPLIER ASSESSMENT

SUPPLIER DETAILS

Supplier Name		Date Assessed	
Contact (& title)		Assessment Team	
Plant Location			
Telephone			
Fax Number		Website	

ASSESSMENT RESULTS

	1.Quality	2.Delivery	3.Total Cost	4.Innovation	5.Business Performance	Overall Score (1+2+3+4+5)
A. Section Total Score						
B. Nos of Questions Answered						
C. Average Score (A/B)						
D. Weighting	1	1	1	1	1	
E. TOTAL (CxD)						



Summary Comments :

PCR Number :

SUPPLIER ASSESSMENT

Supplier Facility / Plant List / Equipment Summary

Available Capacity -
Condition of plant -
Type of machines -
Inspection equipment -
Internal processes -
Maintenance -
Jigs / fixtures / gages -
Environmental Management -
Business certifications (ISO, TS, A2LA) -
Material handling flow -
Does the plant demonstrate a technological advantage -

Facility / Equipment Overview

Manufacturing Core Competencies

Other Comments

SUPPLIER ASSESSMENT

Section 1 - Quality

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
1.1 Process Capability	What is the process capability for a similar item? How is process capability controlled? Review capability on similar items for similar products.					
1.2 Delivered quality	What is PPM for similar product – as reported by customer and internal?					
1.3 Deviations	Are product/process documented? How are deviations controlled & maintained?					
1.4 Rejection response ...8-D	What is the process when notified of a customer rejection/return? What problem solving techniques / methodologies are employed? How are key dates and milestones tracked and maintained?					
1.5 In-process rejects (cannot be reworked)	Is in-process scrap tracked and monitored for similar product?					
1.6 In-process rework	What is the percentage of product that is re-worked? How are rework instructions and guidelines approved by the customer? How is rework product lot identified / controlled?					
1.7 Scrap cost	What is scrap cost as a % of sales? For prior year and current? What calculation does scrap cost include?					
1.8 Quality philosophy	Will be observed during plant tour.					
1.9 Quality systems / procedures	Brief review of quality manual.					
1.10 Adherence to systems & procedure	How is adherence to system and procedures ensured?					
1.11 Non-conformance handling system	Audit non-conforming material process.					
1.12 Tools & techniques	Observed during plant tour.					
1.13 3 rd party accreditations.	TS16949, ISO, A2LA etc.?					
1.14 Recalls	Have you ever recalled goods from a customer, proactive or reactive?					
1.15 Cost of quality	How is the cost of quality measured, and what are the key inputs (internal, external, preventive, appraisal)?					
1.16 Quality improvement plans	What methods are used? Does a plan exist? Continual improvement?					
1.17 Quality audit system	Are internal audits conducted? What are results of internal audits and surveillance audits?					
1.18 Sub Supplier Performance	What supplier metrics are monitored? Review performance for prior year and current?					

SUPPLIER ASSESSMENT

Section 2 - Delivery

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
2.1 Age/occurrence of past due orders	How is delivery performance to customers measured / monitored? Value of current past due customer orders? How is a partial shipment factored into delivery performance?					
2.2 Accuracy of quantity delivered	How is order quantity validated for shipments? Pack slip verification?					
2.3 Accuracy of delivery timing	Does customer due date reflect ship date or date to have on customer dock? How do you measure performance to customer due date?					
2.4 Documentation	Do you send ASN information to customer? How is accuracy of ASN information measured / monitored?					
2.5 Lead-time reduction	Does the facility have a lead-time reduction strategy and if so, is it documented? If there is a strategy, showing evidence of working towards meeting the goal. Ultimate goal is one piece flow from cradle to grave throughout entire supply line.					
2.6 Production control procedures	Show evidence					
2.7 Production control system	How is the manufacturing operation scheduled and monitored? Show evidence of what systems are being used such as MRP.					
2.8 Flexibility	Do they need firm schedules?					
2.9 Logistics / supply chain	How much coverage do you receive from customers for raw material and fabricated parts? Are there activities internally and with suppliers to reduce the overall lead-time in the supply chain? Are there any consigned materials with any current customers?					
2.10 Returnable Totes	Does the supplier currently have returnable containers in place?					
2.11 Geographic Location	Distance between plant location and GHSP consumption facility(s)? C-TPAT Status					

Additional Comments

SUPPLIER ASSESSMENT

Section 3 - Total Cost

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
3.1 Price reduction performance, VAVE	Review an example of a successful initiative where non-value add (cost) was eliminated from the process associated with delivering product to your customer. How was the cost reduction measured / monitored? Was the reduction shared with the customer?					
3.2 TAKT Time	Is this monitored?					
3.3 Cost breakdown awareness	How are machine rates and labor rates set? How is overhead allocated? SEA?					
3.4 Cost breakdown availability	Review itemized cost breakdown sheets.					
3.5 Internal cost control	How are internal cost increases absorbed?					
3.6 Material cost control	How are raw material cost increases absorbed?					
3.7 2 nd tier cost control	How is cost increase requests from sub-suppliers handled?					
3.8 Currency Risk	How is foreign currency fluctuations controlled / absorbed?					

Additional Comments

SUPPLIER ASSESSMENT

Section 4 - Innovation

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
4.1 Design facilities	Does the organization have design facilities? Are the facilities / personnel onsite? What software is currently available? Mold Flow, FEA, What CAD software, etc.?					
4.2 Design input	Is the organization able to offer design input? Is the organization willing to sign-off on design and functionality of product in customer's application?					
4.3 Testing facilities	What testing facilities do you have onsite or other plant locations?					
4.4 Manufacturing engineering	Describe the range and capability of the manufacturing engineering organization, onsite or other plant locations?					
4.5 Improvement / innovation	Show examples of design / process improvements that have been made to customer products that were initiated by your organization.					
4.6 Design change response	Describe your engineering change process. How are engineering changes controlled and requested?					

Additional Comments

SUPPLIER ASSESSMENT

Section 5 - Business Performance - Manufacturing

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
5.1 Manufacturing strategy	Will be observed during plant tour.					
5.2 Product/process range/capability	One stop shop. Can they provide multiple products / processes / services that would reduce supply base?					
5.3 Maint./ condition of facilities & equipment	Review planned maintenance schedule and performance to schedule.					
5.4 Housekeeping	Will be observed during plant tour.					
5.5 Layout	Will be observed during plant tour.					
5.6 Data management & communication	Will be observed during plant tour.					
5.7 Performance measurement	What are the measures of performance as they relate to manufacturing and how do these correlate to improvement activities?					
5.8 Value add Work	Resource management.					
5.9 Equipment availability	What is the % plant utilization?					
5.10 Labor Utilization	Direct employees' time is utilized working on value added activities.					
5.11 Warehouse condition/methods	Will be observed during plant tour.					
5.12 Improvement activity	Is there a continuous improvement mentality in the workshop? Is there a documented continuous improvement process? Is there a formal method to submit continuous improvement suggestions? How many suggestions have been implemented for the past year?					
5.13 Standardized Work	Will be observed during plant tour.					

Additional Comments

SUPPLIER ASSESSMENT

Section 5 - Business Performance – Management (Continued)

MEASURE	OBSERVATIONS / SCORE JUSTIFICATION	SCORE				
		5	4	3	2	1
5.14 Business & finance planning / performance	Review of financial history.					
5.15 Project management	Review example of an open project. How is the project managed? How is the project manager assigned?					
5.16 Customer support / responsiveness	How is the organization structured to support the customer (quality, customer service, engineering, etc.)?					
5.17 Procurement	How is procurement structured? Centralized or de-centralized? How are sourcing decisions made? Strategy for managing suppliers?					
5.18 Safety	% of time lost to accidents.					
5.19 Industrial relations	Union. Contract status.					
5.20 Absenteeism	What is the rate of absenteeism?					
5.21 Development & training of employees	Is there an employee training plan? Review training record of an associate. How are shop floor personnel trained in their areas?					
5.22 Vision, strategy implementation	Communication to entire organization.					
5.23 Organization	Job descriptions & organizational charts.					
5.24 Stability/Turnover	Experience of management team? What percentage of temps are utilized, review last year and current?					
5.25 Openness / honesty	Does the staff exhibit an open and honest dialog even when the news delivered is not positive?					
5.26 Information technology	Is there adequate infrastructure to transfer electronic information between facilities such as engineering, manufacturing and procurement?					
5.27 Customer Tooling	How do you manage and maintain customer-owned tooling? Are tooling designs included when customer pays for tooling?					

Additional Comments
