



供应商评审表
SUPPLIER AUDIT

评审时间
DATE OF AUDIT

风险度：
RISK:



红
RED



黄
YELLOW



绿
GREEN

供应商名称 SUPPLIER NAME							
地址 ADDRESS/CITY/STATE							
联系电话 TELEPHONE		传真电话 FAX NUMBER					
E-mail		邮政编码 POSTCODE					
总经理: PLANT GENERAL MANAGER		手机 MOBILE		联系电话 TELEPHONE			
项目联系人: AFTER HOURS CONTACT NAME		手机 MOBILE		联系电话 TELEPHONE			
工厂性质: FACTORIES NATURE		所属行业 VOCATION					
占地面积: AREAS(SQ.)		厂房面积 PLANT SIZE (SQ.):		状态 STATE		工厂现行能力利用率 PLANT CAPACITY UTILIZED	
是否有分厂, 有, 请列明: UNION AFFILIATION:						联系有效期限 CONTRACT EXPIRATION DATE	
职工人数: NUMBER OF EMPLOYEES		建厂时间 Date of Establishment					
生产范围 PRODUCTS/SERVICES PROVIDE							
主要国内外客户 FOREIGN CUSTOMER LOCATION							
年销售额 TOTAL ANNUAL SALES		年出口额 EXPORT ANNUAL SALES		直接/间接出口 (百分比) DIRECTLY/INDIRECTLY EXPORT(PERCENT)			
				直接 DIRECTLY		间接 INDIRECTLY	
质量认证体系 MANUFACTURING CERTIFICATION(S) (ISO-9000...)		预计认证时间 DATE OF PENDING CERTIFICATION	是否提交证书副本? COPIES OF CERTIFICATES OBTAINED?	ISO 14001 (三方)/QS16949 (3rd Party)/IMDS	预计认证时间 DATE OF PENDING CERTIFICATION	国外客户数量 NUMBER OF FOREIGN CUSTOMER	
<input type="checkbox"/> YES <input type="checkbox"/> NO			<input type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input type="checkbox"/> NO			
实际总分 TOTAL ACTUAL SCORE		0		百分比率: PERCENT		0%	
是否需要改进? CORRECTIVE ACTIONS REQUIRED?		<input type="checkbox"/> YES	<input type="checkbox"/> NO	截止日期: DUE DATE			

签名 (SIGNATURES):

评审代表 (AUDIT REPRESENTATIVE)

日期 (DATE)

供应商代表 (SUPPLIER REPRESENTATIVE)

日期 (DATE)

评分表
SCORING WORKSHEET

分数: SCORING	0 = 未执行 0 = NO SYSTEM IMPLEMENTED	1 = 执行部分体系 1 = PARTIALLY IMPLEMENTED SYSTEM	2 = 完全执行体系 2 = FULLY IMPLEMENTED SYSTEM
SECTION	项 目 (ITEM)		SECTION SCORE
1	SUPPLIER MANAGEMENT 企管--- 分项评分总汇 (8分)		0
	项目评分		0
	1	有无主要职能部门? (2 - 有组织机构图,1 - 有职能部门,0 - 无) ARE THERE ANY MAIN FUNCTIONAL DEPARTMENTS? (2-ORGANIZATION CHART, 1-FUNCTIONAL DEPARTMENT, 0-NO)	
	2	有无成文管理制度并认真执行? (2 - 有书面制度并执行,1 - 部分执行,0 - 无) ARE THERE ANY DOCUMENTED MANAGEMENT SYSTEM AND IS IT BE IMPLEMENTED FULLY? (2-DOCUMENTED AND FULL IMPLEMENTATION ,1--PARTIAL IMPLEMENTATION, 0-NO)	
	3	企业管理者对项目支持关注程度 (2 - 非常支持关注,1 - 支持关注,0 - 一般) THE ENTERPRISE LEADER'S SUPPORTABILITY AND ATTENTION TO THE PROJECT? (2---GREAT SUPPORTABILITY & COCERN, 1---AVERAGE CONCERN, 0---LESS CONCERN)	
2	TECHNOLOGY 技术--- 分项评分总汇 (14分)		0
	项目评分		0
	1	是否有项目负责制? 有无专职工程师? (2 - 有项目负责制和专职工程师,1 - 有专职工程师, 0 - 无) IS OF ANY PROJECT MANAGEMENT SYSTEM? ARE THERE DEDICATED ENGINEERS AVAILABLE? (2--PROJECT MANAGEMENT SYSTEM AND DEDICATED ENGINEERS, 1-- DEDICATED ENGINEERS, 0--NO BOTH OF THEM)	

	2	产品是否有完善的工艺技术文件? (2 - 有完善的,1 - 有部分文件,0 - 无) ARE THERE ANY MATURE TECHNOLOGY PROCESS SHEET? (2-- MATURE;1--PARTIAL, 0--NO)	
	3	技术文件是否合理管理? (2 - 不断更新,0 - 无) IS THE TECHNOLOGY DOCUMENTS MANAGEMENT LOGICAL? (2--KEEP UPDATE, 0--NO UPDATE)	
	4	是否熟悉美国工业规范?能否将美国图纸上的注解理解并转换? (2 - 理解产品所规定的标准, 1 - 部分理解,0 - 不了解标准) DOES THE SUPPLIER UNDERSTAND AMERICAN INDUSTRIAL SPECIFICATIONS? DOES THE SUPPLIER UNDERSTAND THE NOTE OF AMERICAN DRAWING AND BE ABLE TO CONVERT IT? (2--FULLY UNDERSTAND, 1- PARTIALLY UNDERSTAND, 0--NIL UNDERSTANDING)	
	5	是否有模具工装设计能力? 是否有3D/2D设计软件? (2-有较强设计能力, 1-能接受3D/2D电子版图纸, 0-无) IS OF TOOLING DESIGN CAPABILITY? IS OF 3D/2D DESIGN SOFTWARE? (2--GOOD DESIGN CAPABILITY, 1--COULD ACCEPT 3D/2D DRAWING IN ELEC.VERSION, 0--NO SUCH CAPABILITY)	
	6	是否有新产品设计开发能力? (2 - 有较强能力,0 - 无) DO THEY HAVE NEW PRODUCT DESIGN & DEVELOPMENT CAPABILITY? (2-- GOOD CAPABILITY, 0--NO SUCH CAPABILITY)	
	7	项目技术问题响应反馈程度? (2 - 快,1 - 慢,0 - 无反应) PROJECT TECHNOLOGY ISSUE FEEDBACK TIMELY? (2--QUICK, 1-- SLOW, 0--NO RESPONSE)	
3	QUALITY 质量----分项评分总汇 (24分)		0
	项目评分		0
	1	有无质量体系? (2 - 取得质量认证体系的文件, 0 - 无质量体系) ARE THERE ANY QUALITY MANAGEMENT SYSTEM? (2--QUALITY MANAGEMENT SYS, 0--NO QUALITY MANAGEMENT SYS)	
	2	是否有质量程序文件? (2 - 完整的ISO9000或其它等同体系, 0 - 无质量体系) ARE THERE ANY DOCUMENTED QUALITY PROCEDURES? (2 - FULLY DOCUMENTED TO ISO-9000 OR EQUIVALENT, 0 - NO DOCUMENTED SYSTEM)	
	3	质量程序是否有跟踪(所有的质量记录都可读和有效)? (2 - 完全可读和有效, 0 - 没有记录) ARE QUALITY PROCEDURES FOLLOWED?(ARE ALL QUALITY RECORDS LEGIBLE AND READILY AVAILABLE?) (2 - COMPLETELY LEGIBLE AND AVAILABLE, 0 - NO RECORDS)	
	4	是否对质量, 生产, 销售和顾客满意度等方面设立目标并进行评估? (2 - 有成文的目标并进行评估, 0- 无目标) ARE THERE TARGETS SET AND REVIEWED FOR QUALITY, PRODUCTIVITY, SALES AND CUSTOMER SATISFACTION? (2 - DOCUMENTED AND REVIEWED TARGETS, 0 - NO APPARENT TARGETS)	
	5	影响质量的所有人员是否有明确的职责和授权? (2 - 成文的责任书, 0 - 无明确责任) ARE THERE CLEARLY DEFINED RESPONSIBILITIES AND AUTHORITIES FOR ALL PERSONNEL AFFECTING QUALITY? (2 - DOCUMENTED REPSPONSIBILITIES, 0 - NO APPARENT RESPONSIBILITES)	
	6	是否有适当的质量控制计划(包括关键特性、检测、测试, 量规, 控制方法及频率)? (2 - 有完善控制计划, 0 - 无) IS THERE A QUALITY CONTROL PLAN IN PLACE (DO THE PROCESS CONTROL PLANS INCLUDE CRITICAL CHARACTERISTICS, INSPECTION, TESTING, GAGING, CONTROL METHODS AND FREQUENCY) ? (2 - DOCUMENTED QUALITY CONTROL DOCUMENT, 0 - NO APPARENT CONTROLS)	
	7	是否有进料检测以确保质量? (2 - 有批次测试结果, 0 - 无测试) ARE INCOMING MATERIALS TESTED FOR QUALITY ASSURANCE? (2 - TESTED BY LOT, 0 - NEVER TESTED)	
	8	是否有“首检”制度? 是否照此制度执行? 是否有样品保留? (2 - 完全执行, 0 - 没有执行) IS THERE A "FIRST PIECE" SIGN-OFF SYSTEM AND IS IT BEING USED? IS A SAMPLE RETAINED? (2 - PERFORMED EVERY SET-UP, 0 - NEVER PERFORMED)	
	9	是否有以往检验和测试记录?最后检测和测试记录是否保存? 产品出厂有无检验制度和记录? (2 - 有制度有记录,1 - 有制度无记录,0 - 无) ARE THERE RECORDS TO SUPPORT PAST INSPECTION AND TESTS? IS FINAL INSPECTION AND TESTING DOCUMENTED AND MAINTAINED? IS THERE FACTORY-OUT INSPECTION SYSTEM AND RECORDS? (2- SYSTEM & RECORDS, 1--ONLY SYSTEM, 0--NO BOTH OF THEM)	
	10	量具是否有定期做有效性检测维护? (2 - 所有量具年检, 0 - 无量具检测) IS A THERE A REGULAR PROCEDURE FOR VALIDATING GAGE ACCURACY? (2 - YEARLY CHECKS ON ALL GAGES, 0 - NO GAGE CHECKS)	
	11	是否有专门的计量室和理化室或可做需求测试的设备? 如: 焊接测试, 原材料厚度, 强度测试, 硬度测试, 气密性测试? (2 - 有工厂现有产品的主要检测设备,1 - 部分有,0 - 无) IS THERE EQUIPMENT AVAILABLE FOR REQUIRED TESTING , I.E., WELD INSPECTION, MATERIAL THICKNESS, HARDNESS TESTER, COLD AND HOT TEST EQUIPMENT, I.E., CMM, TENSILE TESTER? (2 - IN-HOUSE OR QUALIFIED THIRD PARTY, 0 - NO TESTING EXPERIENCE)	
	12	质量问题的响应和处理? (2 - 快, 1-慢, 0 - 无) THE RESPONSE AND ACTION ON QUALITY PROBLEM TIMELY? (2-- FAST, 1--SLOW, 0--NO RESPONSE)	
4	PRODUCTION 生产----分项评分总汇 (24分)		0
	项目评分		0
	1	生产环境是否清洁和有序? (2 - 清洁有序,0 - 脏) IS THE PRODUCTION ENVIRONMENT CLEAN AND ORDERLY? (2 - CLEAN AND ORDERLY,0 - DIRTY)	
	2	在工作中的员工是否工作繁忙并被很好的管理? (2 - 很好管理,0 - 无管理) DO EMPLOYEES APPEAR BUSY AND WELL DIRECTED IN THEIR JOBS?	

3	<p>机器设备是否有良好的维护并保持清洁? (2-清洁并定期与文件对照,0-脏,无维修记录) IS EQUIPMENT PROPERLY MAINTAINED AND CLEAN? (2 - CLEAN AND REGULARLY CHECKED WITH DOCUMENTATION, 0 - EQUIPMENT APPEARANCE IS DIRTY, NO RECORDS OF MAINTENANCE)</p>	
4	<p>操作规范是否以明确易懂文字张贴于工作现场? (2 - 现场有张贴, 0 - 无) ARE WORK/OPERATOR INSTRUCTIONS POSTED AT THE MANUFACTURING PROCESSES IN THE APPROPRIATE LANGUAGES? (2 - POSTED AT WORKSTATION, 0 - NONE)</p>	
5	<p>对新的或超额的订单是否有生产能力计划安排? (2 - 根据班次和现场观察生产能力有余量, 0 - 对生产能力无客观估量) IS THERE A CAPACITY PLAN FOR THE ADDITION OF NEW AND INCREMENTAL BUSINESS? (2 - CAPACITY AND RESOURCES ARE CALCULATED BASED ON HISTORICAL DATA, 0 - NO OBJECTIVE MEASURE OF CAPACITY)</p>	
6	<p>供应商是否有按西方标准生产的出口产品经验? (2 - 超过5年,1 - 在1~5年中,0 - 无) DOES THE SUPPLIER HAVE EXPERIENCE EXPORTING PRODUCT TO WESTERN STANDARDS? (2 - GREATER THAN 5 YEARS,1 - IN 1~5 YEARS, 0 - NO EXPERIENCE)</p>	
7	<p>是否有模具工装制造能力和维护计划? (2 - 有, 0 - 无) IS OF TOOLING & CLAMPING DEVICE MANUFACTURING CAPABILITY AND MAINTAINANCE PLAN? (2--YES, 0--NO)</p>	
8	<p>对工装、模具、量具的管理? (2-集中专人管理,有维护记录,1-摆放好,有维护, 0-无管理) MANANGEMENT ON CLAMPING DEVICE, TOOLING, GAUGE (2--DEDICATED MANAGEMNT WITH MAINTENANCE RECORDS, 1-- STORE IN ORDER WITH SOME MAINTENANCE, 0--NO MANAGEMENT)</p>	
9	<p>工厂位置是否便捷? 符合危险性原材料的摆放要求? (2-方便,1-较方便,0-不方便) IS THE COMPANY IN COMPLIANCE WITH ALL APPLICABLE ENVIRONMENTAL AND HAZARDOUS MATERIALS REQUIREMENTS?</p>	
10	<p>是否执行三检制度? (2 - 完全执行,1 - 部分执行, 0 - 不执行) '3 LEVELS' INSPECTION SYSTEM IMPLEMENTATION? (2-- FULL IMPLEMENTATION, 1--PARTIAL IMPLEMENTATION, 0--NO IMPLEMENTATION)</p>	
11	<p>对不合格品的隔离、保存是否有体系? (2 - 有体系,0 - 无体系) ARE THERE DOCUMENTED SYSTEMS FOR SEGREGATION AND HOLDING OF NON CONFORMING MATERIAL?</p>	
12	<p>是否有针对设备突发状况的紧急维修措施? (2 - 24小时内维修措施, 0 - 无维修措施) IS THERE A RECOVERY PLAN IN PLACE IN EVENT OF AN EMERGENCY MAINTENANCE SITUATION? (2 - SUPPORT AVAIABLE WITHIN 24 HOURS, 0 - NO COMMITTED SUPPORT AVAILABLE)</p>	
13*	<p>新产品的开发进度? DEVELOPMENT PROGRESS OF NEW PRODUCT?</p>	
14*	<p>设备的新旧程度? APPLIABLE EQUIPMENTS'STATUS? (NEW OR OBSOLETE)</p>	
15*	<p>设备的能力? EQUIPMENTS WORKING CAPABILITY?</p>	
16*	<p>单班生产饱和度? UNI-SHIFT PRODUCTION SATURATION?</p>	
5	MATERIAL FLOW 物流 - 分类评分总汇 (14分)	0
	项目评分	0
1	<p>是否对供应商发货、质量及价格全面进行监控? 材质证明书是否保存并用做生产参考? (2 - 有文字资料可供追溯原材料, 0 - 无品质证书) ARE SUPPLIERS MONITORED FOR DELIVERY, QUALITY AND PRICE? ARE SUPPLIER MATERIAL CERTIFICATIONS WELL MAINTAINED AND DOCUMENTED WITH PRODUCTION? (2 - DOCUMENTS EXIST FOR TRACING MATERIAL TO PRODUCTION, 0 - NO CERTIFICATIONS)</p>	
2	<p>是否供应商的选择是依据其符合质量合格并100%及时交付的要求? (2 - 依据质量服务、价格的客观目标,0 - 无明确目标) ARE SUPPLIERS SELECTED BASED ON MEETING APPROVED QUALITY AND 100% ON TIME DELIVERY REQUIREMENTS? (2 - SELECTED BASED ON OBJECTIVE CRITEREA OF QUALITY SERVICE AND PRICE, 0 - NO DEFINED CRITEREA)</p>	
3	<p>原材料和成品库存的摆放是否适当? (2 - 摆放适当,0 - 乱) DOES THE INVENTORY OF RAW MATERIAL AND FINISHED GOODS SEEM APPROPRIATE?</p>	
4	<p>是否有适当的搬运、储藏方法是防止材料损坏和变形? (2 - 适当,0 - 不适当) ARE THE HANDLING AND STORAGE METHODS APPROPRIATE TO PREVENT MATERIAL DAMAGE AND DETERIORATION?</p>	
5	<p>是否有合理物流?产品可否通过物流及内部系统进行追溯? (2 - 完全可以追溯, 0 - 不可追溯) IS THERE A LOGICAL MATERIAL FLOW? IS PRODUCT IDENTIFICATION TRACEABLE THROUGHOUT THE INTERNAL SYSTEM AND SHIPPED MATERIALS? (2 - COMPLETE TRACEABILITY, 0 - NO TRACEABILITY)</p>	
6	<p>是否有针对产品包装、唛头、追踪及发运到客户的控制系统? (2 - 有书面文件和程序, 0 - 无控制系统) IS THERE A DOCUMENTED SYSTEM FOR THE CONTROL OF PACKAGING, MARKING, TRACEABILITY AND DELIVERY, OF PRODUCT TO CUSTOMERS? (2 - DOCUMENTS AND PROCESS EXIST, 0 - NO SYSTEM FOR CONTROL)</p>	
7	<p>包装是否有规范的技术要求? (2-有规范的文件,0-随意) REQUIREMENT ON PACKAGING SPECIFICATION REQUIREMENT? (2-- DOCUMENTED SPECIFICATION,0--RANDOM HANDLING)</p>	
6	HUMAN RESOURCES 人事 - 分类评分总汇 (6分)	0
	项目评分	0

	1	是否有职工培训计划? (2 - 书面培训计划,0 - 无培训计划) IS THERE A TRAINING PROGRAM FOR THE EMPLOYEES? (2 - DOCUMENTED TRAINING PROGRAM, 0 - NO APPARENT TRAINING PROGRAM)			
	2	对新员工是否有明确的技能要求和培训要求?(2 - 成文的技能培训资料, 0 - 无岗位要求) ARE THERE CLEARLY DEFINED SKILLS AND TRAINING REQUIREMENTS FOR NEW EMPLOYEES OR EMPLOYEES PRIOR TO STARTING A NEW POSITION? (2 - DOCUMENTED JOB SKILLS, 0 - NO REQUIREMENTS)			
	3	员工是否符合岗位要求? (2 - 符合, 0 - 不符合) EMPLOYEE WORKING CAPABILITY AS PER THEIR POSITION (2--Eligible, 0-NOT ELIGIBLE)			
	4*	员工对工厂的热爱程度? EMPLOYEES' DEVOTION TO FACTORY?			
	5*	供应商雇佣的零时工和合同工各多少? HOW MANY TEMPORARY AND OR CONTRACT EMPLOYEES DOES THE SUPPLIER USE?			
7	FINANCIAL SYSTEM 财务 - 分类评分总汇 (10分)			0	
	项目评分			0	
	1	是否有支持产品成本理解的财务系统? (2 - 详细的工序成本追踪, 0 - 无财务系统) DOES A FINANCIAL SYSTEM EXIST TO SUPPORT AN UNDERSTANDING OF PRODUCT COST? (2 - DETAILED FINANCIAL TRACKING AT WORK CELL LEVEL, 0 - NO FINANCIAL SYSTEM)			
	2	是否所有报价送报客户前均经过主要管理者评估? (2 - 体系化评估系统, 0 - 无体系) ARE ALL QUOTES REVIEWED BY MANAGEMENT PRIOR TO BEING SUBMITTED TO THE CUSTOMER? (2 - SYSTEMATIC REVIEW PROCESS, 0 - NO SYSTEM)			
	3	针对原材料价格波动而调整价格的频率是多长? (2 - 没有调整,1 - 10%之内调整,0.5 - 5%之内调整, 0 - 随每次波动而调整) HOW OFTEN ARE SELLING PRICES ADJUSTED BASED ON RAW MATERIAL FLUCTUATIONS? (2 - NO ADJUSTMENT, 1 - IN 10%,0.5 - IN 5%,0 - IMMEDIATELY PASS THROUGH ALL CHANGES)			
	4	企业财务信用度? (2-AAA,1-AA,0-无) ENTERPRISE FINANCIAL CREDIT? 2--AAA, 1-AA, 0--NO)			
	5	有无持证上岗财务人员? (2-全部持证,0-全部无证) ARE THERE FINANCIAL STAFF WITH APPROVED CERTIFICATION? (2--ALL WITH APPROVED CERTIFICATION, 0--ALL WITHOUT APPROVED CERTIFICATION)			
	6*	企业一般付款方式? ENTERPRISE REGULAR PAYMENT METHOD?			
			TOTAL POINTS POSSIBLE	ACTUAL POINTS SCORED BY SECTION	PERCENTAGE
1	企管 SUPPLIER MANAGEMENT				0
2	技术 TECHNOLOGY				0
3	质量 QUALITY				0
4	生产 PRODUCTION				0
5	物流 MATERIAL FLOW				0
6	人事 HUMAN RESOURCES				0
7	财务 FINANCIAL SYSTEM				0
		TOTALS:			0%
SCORING GUIDELINES					
75 TO 100%		=	G		
50 TO 75%		=	Y		
50 OR LESS		=	R		
COMMENTS					
SECTION	SCORE	CONCERN		RESPONSIBILITY	

注: *为不计分问题