



Supplier Assessment

Guidelines for Conducting Assessments

The Supplier Assessment is to be a process assessment and should accurately reflect the Supplier's actual manufacturing and quality processes, as evidenced on the manufacturing floor. The Assessment should validate that the day-to-day operations comply with the requirements detailed in the Assessment. It is insufficient for a Supplier to have documented procedures only.

For each audit section, the required evidence/documentation is described on the Assessment Form. The Assessor should also use the "Observations & Notes" field to help clarify and explain their findings. A "High", "Medium" or "Low" Risk status will automatically be generated by the score assigned to each element. The Summary Score for each particular element of the Operational/Quality portion, will automatically be reflected on the Audit Cover Page and the total number of high risk elements will be shown. The risk summaries for each technical assessment completed, should be manually entered on the cover page, as well.

All areas assessed as High Risk must have a defined Corrective Action Plan detailed, as well as dates defined for completion, prior to award of any new business. Aside from the "High" risk elements, corrective action shall be at the discretion of the Assessor. The goal of Corrective Action is to eliminate all "High" risk elements in addition to attaining an overall score of 85% and a minimum score of 80% for each audit section. The "Corrective Action Plan" contained within the Assessment file, shall be used to track all corrective action activity.

Subsequent follow-up activity, and subsequent Assessments to validate implementation of Corrective Action, shall be the responsibility of Marwood and must be initiated with the award of business, at the latest.

Assessment results are for site-specific manufacturing facilities. If a supplier has two or more manufacturing locations, all locations require a separate Assessment.



Supplier Status Rating

<i>Assessment Results</i>	<i>Status</i>	<i>Sourcing Eligibility</i>	<i>Follow up Activity</i>
Overall Score 85% - 100% NO Elements Below 80% Maximum 2 High Risk Elements	Green	Existing Supplier > OK to Source New Supplier > OK to Source	Develop supplier to eliminate high risk elements (PDCA tracker)
Overall Score 70% - 84% No Elements Below 65% Maximum of 5 High Risk Elements	Yellow	Existing Supplier > Source With Caution New Supplier > Source Only if Development	Address all high risk elements & develop to green status (PDCA tracker)
Overall Score <70% Number of High Risk Elements >5 (If high risk elements >5, supplier is red regardless of overall score)	Red	Existing Supplier > Do Not Source - Develop New Supplier > Do Not Source Until Green	Address all high risk elements & develop to green status (PDCA tracker) Do not source - Consider alternate sources


Glossary of Terms

APQP	Advance Product Quality Planning
ASN	Advanced Shipping Notice
CQI	Continuous Quality Improvement
C-TPAT	Customs and Trading Partners Against Terrorism
DOT	Department of Transport
FIFO	First-in First-out
FMEA	Failure Modes and Effects Analysis
FMVSS	Federal Motor Vehicle Safety Standard
KPC	Key Product Characteristics
KPI	Key Performance Indicators
LPA	Layered Process Audit
NAFTA	North American Free Trade Agreement
PCP	Process Control Plan
PDCA	Plan–Do–Check–Act
PFD	Process Flow Diagram
PIP	Partners in Protection
PPAP	Production Part Approval Process
RPN	Risk Priority Number
TPM	Total Productive Maintenance



Supplier Assessment

Supplier Name:		Supplier Contact:	
Supplier Address:		Supplier Contact Position:	
Audit Date:		E-Mail Address:	

Reason For / Type of Audit:		Quality / Delivery Issues		New Business Hold		Quick Assessment
		Annual Assessment		Follow-Up Assessment		Technical Assessment

Customers (Automotive): _____

Customer PPM (TYD Avg.): _____

Previous Year PPM: _____

Union Facility: Yes No If Yes, Contract Expire: _____

Liability Insurance: Yes _____

QMS Certification: IATF 16949 ISO 9001 CQI #: _____ Next Assessment Date: _____

Certification Expiry: _____ CQI #: _____ Next Assessment Date: _____

ISO 14001 Certified: YES NO Has certification ever been revoked? Yes NO

Certification Expiry: _____ If Yes State Reason: _____

OHSAS 18001 Certified: YES NO

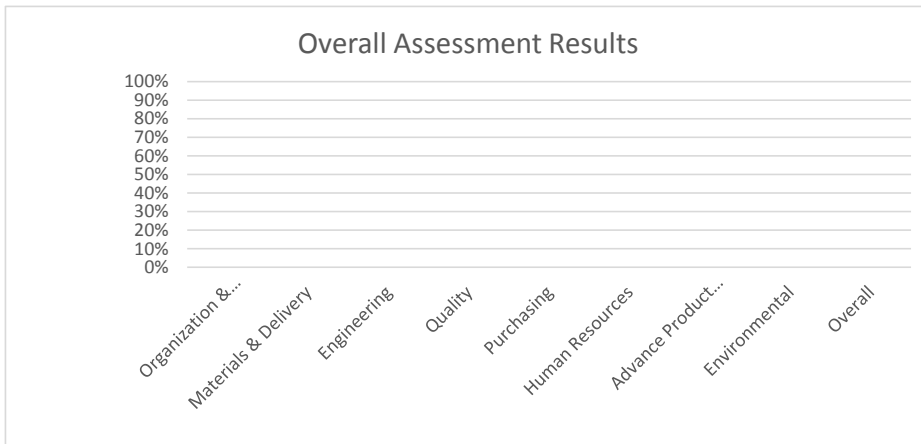
Certification Expiry: _____

ISO 17025 Certified: YES NO

Certification Expiry: _____

Product Focus For Assessment: _____

FULL OPERATIONAL / QUALITY ASSESSMENT RESULTS



(Optional Comments)

Major Strengths of Organization:

1	_____
2	_____
3	_____

Major Concerns of Organization:

1	_____
2	_____
3	_____

Level of Risk Observed

Enter Total Number of Elements At Each Risk Level

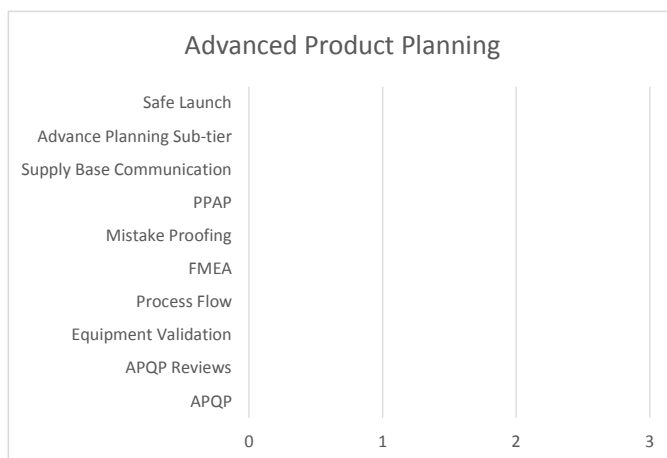
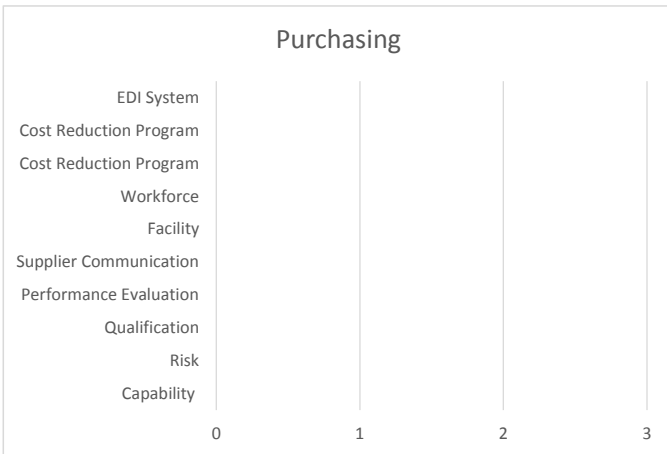
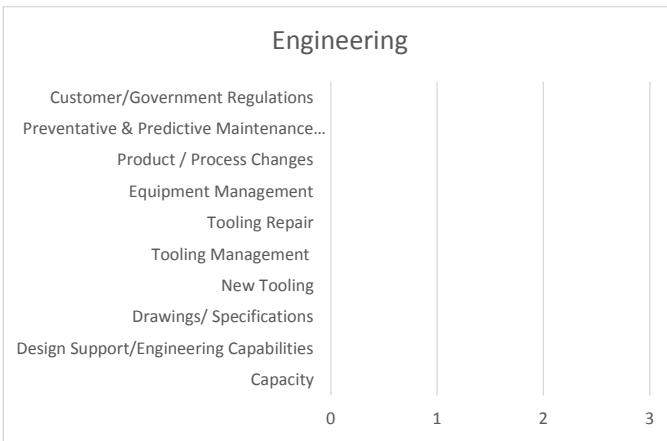
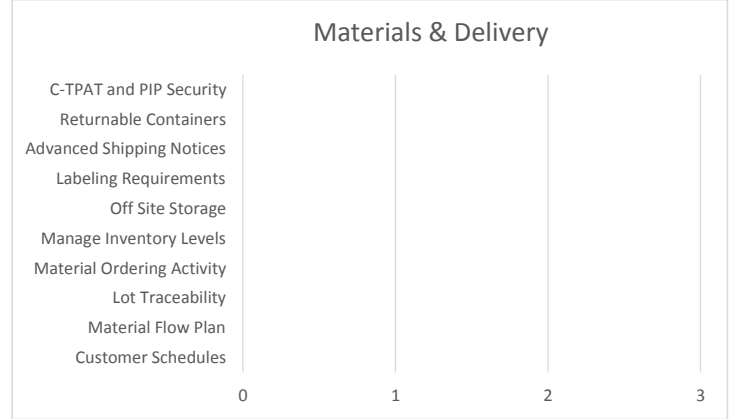
RED	_____
YELLOW	_____
GREEN	_____

Marwood Use Only:

Purchasing Reviewed:				
Quality Revived (As Req'd)				
Other (As Req'd):				
	Name	Signature	Title	Date



Supplier Assessment Summary





Supplier Contact List

Supplier Name:

Area	Name	Phone	Email	Fax
Emergency Contact (24/7)				
Payables				
Receivables				
Sale/Account Manager				
Plant Manager				
Quality				
Customer Service				
Scheduling				
Engineering				
Manufacturing				
IT Systems				
Traffic				
Shipping & Receiving				
Packaging				
Operations				
Purchasing				
APQP/Program Management				

Organization and Management

	0	1	2	3	Score	Risk Level	Notes
	High Risk	Moderate to High Risk	Low to Moderate Risk	Low Risk			
1 Management Structure							
Is the Management structure and Resource allocation sufficient to support all necessary disciplines	No formal organization chart. Critical functions open.	Organization chart in place. Some functions open - critical positions filled	Organization chart in place. Some functions open - critical positions filled Plans to secure additional resources	Organization chart in place and is current All functions filled Documented succession planning in place Regular & formal review of succession plan		High	
2 Responsibilities & Authority							
Responsibilities and authority are defined and evidence supports effective employee training	No formal Job descriptions at any level Lack of evidence to support training	Job descriptions for all production functions Evidence of training for production functions	Job descriptions for all levels of the organization Evidence of appropriate training at all levels	Job descriptions for all levels of the organization Evidence of appropriate training at all levels Training needs defined and tracked Cross-training matrices available		High	
3 Part Time Employees							
Does the supplier utilize part-time or temporary work force? What is the training or orientation process for temporary labor?	No formal training or orientation process. Percentage of part time or temporary labor used is in excess of 30%	No formal training or orientation process. Percentage of part time or temporary labor used is between 20% and 30%	Formal training or orientation process is in place for all temporary labor. Percentage of part time or temporary labor used is between 20% and 30%	Formal training or orientation process is in place for all temporary labor. Percentage of part time or temporary labor used is below 20%		High	
4 Quality & Performance Objectives							
Management defines quality and performance objectives that promote Continuous Improvement. Key metrics should include all elements of the business and establish target values.	No formal continuous improvement program Lack of key performance metrics	Evidence of continuous improvement program Key operational metrics identified	Evidence of continuous improvement program Key operational metrics identified Evidence of regular management reviews	Evidence of continuous improvement program Goals defined in Business Plan Key operational metrics identified Evidence of regular management reviews Evidence of Cost of Quality analysis & tracking Corrective action plans in place for missed targets		High	
5 Sufficient Resources							
Management has sufficient resources to effectively manage Customer Requirements. Planning includes sufficient resources that are trained and qualified and meet planning requirements?	No awareness of customer requirements No evidence of training Lack of resources to support customer	Aware of customer requirements Some level of support in place to support	Aware of customer requirements Customer support available in language of Customer and available for 24 hrs. as needed	Aware of customer requirements Customer support available in language of Customer and available for 24 hrs. as needed		High	
6 Internal Process Audits							
Does Management conduct regular internal process audits (Layered Process Audits) that ensure compliance to Customer requirements?	No formal LPA process	No formal process Some evidence of layered audits	Formal process in place Evidence of audits completed	Formal process in place Evidence of audits completed Evidence of corrective action implemented Evidence of continuous improvement via LPA		High	
7 Contingency Planning							
Does the supplier have a business continuity and contingency planning process in place to ensure continuity of supply in the event of natural disaster or supply interruption?	No formal plan in place	Plan in place but accounts only for loss of manufacturing capability due to events at manufacturing site No analysis of risk due to supply chain No annual review	Plan in place Plan provides for loss of manufacturing capability and interruption of supply Plan not reviewed on an annual basis	Detailed business continuity and contingency planning in place Alternate sources of supply identified Supply chain risk identified and understood Plan is reviewed annually, at minimum		High	
8 Quality & Performance Objectives							
Management defines quality and performance objectives that promote Continuous improvement. Key metrics should include all elements of the business and establish target values.	No formal continuous improvement program Lack of key performance metrics	Evidence of continuous improvement program Key operational metrics identified	Evidence of continuous improvement program Key operational metrics identified Evidence of regular management reviews	Evidence of continuous improvement program Goals defined in Business Plan Key operational metrics identified Evidence of regular management reviews Evidence of Cost of Quality analysis & tracking Corrective action plans in place for missed targets		High	
9 Acceptable Global Working Conditions							
Does the organization have a process, charter or system to ensure the presence of acceptable global working conditions in all its operations?	No formal process Unaware of requirements	No formal process or procedure Evidence of internal systems to ensure health & safety, competitive wages, working conditions etc.	Formal process in place to ensure global working conditions internally	Formal process in place to ensure global working conditions internally and at supplier locations Global Working Conditions formally documented for suppliers (P.O., Supplier Manual etc.)		High	
10 Workplace Health & Safety							
Workplace Health and Safety practices are in place and are consistently adhered to	No formal health & safety program in effect Lack of guarding and other safeties Lack of cleanliness and organization	Safety program in place Inconsistent application of health & safety rules Lack of cleanliness and organization	Safety program in place Generally consistent application of health & safety rules Plant is generally clean and organized	Evidence of strong health & safety program in place, including regular safety audits Consistent application of health & safety rules Plant is clean and organized		High	
Overall Score					0%	High	

Materials & Delivery

	0	1	2	3	Score	Risk Level	Notes
	High Risk	Moderate to High Risk	Low to Moderate Risk	Low Risk			
1 Customer Schedules							
Does the Supplier have a documented system to ensure receipt of Customer schedules and requirements?	No formal system to ensure receipt/validity of customer releases	System in place to receive customer orders, but no verified back up system No regular tracking of delivery performance	System in place to receive and verify customer orders Regular monitoring of delivery performance Back up system for receiving orders but system is not tested regularly	System in place to receive and verify customer orders Regular monitoring of delivery performance Back up system for receiving orders and system is tested regularly		High	
2 Material Flow Plan							
Does the supplier have a formal process to plan material flow into and through the plant? Are materials and components stored, packaged and transported so as to protect them from dirt and damage?	Poor inventory management system No apparent flow to material movement High risk of damage to materials & components	Material flow sufficient, from receiving through manufacturing and shipping Evidence of some material congestion in places No apparent FIFO Potential for material damage	Good material flow throughout manufacturing facility - no apparent bottlenecks Material identified at all stages of the process System in place to monitor inventory levels Lacking evidence of effective FIFO	Good material flow throughout manufacturing facility - no apparent bottlenecks Material identified at all stages of the process System in place to monitor inventory levels Plans in place to reduce inventory Evidence of effective FIFO in place		High	
3 Lot Traceability							
Does this Supplier have a material lot traceability system?	No, or very minimal traceability evident	Traceability on finished product but lacking on raw materials and components	Full material traceability on raw and finished materials Maximum period of traceability is >8 hours, or one shift Traceability indicated on shipping labels	Full material traceability on raw and finished materials Maximum period of traceability is <8 hours, or one shift Traceability indicated on shipping labels		High	
4 Material Ordering Activity							
Is there a process to manage the material ordering activity to ensure an adequate supply of raw material / lower level components are available to meet production requirements?	No apparent link between customer orders and orders/receipts of purchased materials	Raw materials/components inventories tracked and ordered according to min/max values No linkage to customer orders or releases	Raw materials/components tied to customer releases Storage sufficient to prevent damage or mixing System in place to provide warning for low inventories	Raw materials/components tied to customer releases Storage sufficient to prevent damage or mixing System in place to provide warning for low inventories Customers proactively notified of order concerns		High	
5 Manage Inventory Levels							
Does this Supplier have processes / systems in place to confirm and manage inventory levels?	No evidence of min/max values set No regular cycle or inventory counts	Min and max values set on inventory No inventory counts conducted on regular basis	Min and max values set on inventory Inventory counts conducted on regular basis	Min and max values set on inventory Inventory counts conducted on regular basis Inventory turns are at acceptable level, or as defined in the business plan		High	
6 Off Site Storage							
Does the supplier utilize off-site warehouses? If so, is inventory tracked? Are cycle counts conducted?	Off-site warehouses used No visible controls in place	Off-site warehouses used Regular counts of inventory received, but not validated regularly	No off-site warehouse used, or Warehouse used but regular inventory counts monitored Warehouse protects against damage or loss	No off-site warehouse used, or Warehouse used but regular inventory counts monitored Inventory validated through periodic count Warehouse protects against damage or loss		High	
7 Labeling Requirements							
Is the supplier capable of meeting AIAG labeling requirements as defined in Supplier Guidelines?	AIAG labelling requirements not being met	AIAG standard met only when demanded by Customer	Labelling meets AIAG requirements All shipped material meets AIAG standard Customer approval not obtained prior to shipping	Labelling meets all AIAG requirements Labelling approved by Customer prior to first shipment All shipped material meet AIAG standard		High	
8 Advanced Shipping Notices							
Does the Supplier utilize Advanced Shipping Notice's (ASN's)? Does the supplier verify the ASN to the Bill of Lading, and the customers order?	Supplier does not issue ASN on regular basis, or issues in excess of 30 minutes prior to shipment	Supplier almost always issues ASN but at times in excess of 30 minutes prior to shipment	Supplier issues ASN for all shipments ASN issued at maximum of 30 minutes prior to shipment	Supplier issues ASN for all shipments ASN issued at maximum of 30 minutes prior to shipment Process in place to verify ASN to Bill of Lading to Customer order		High	
9 Returnable Containers							
Does the Supplier returnable use containers? Do they maintain a large enough volume to allow for peaks in demand? Do they maintain an accurate inventory on these containers?	Supplier has a minimum number of containers and does not have enough for any fluctuation in demand. They do not maintain an accurate inventory of these containers.	Supplier has limited number of containers which will allow for a small fluctuation in demand. They do not maintain an accurate inventory of these containers.	Supplier has limited number of containers which will allow for some fluctuation in demand. They do maintain an accurate inventory of these containers.	Supplier maintains a large enough volume of returnable containers to allow for peaks in demand and maintains an accurate inventory		High	
10 C-TPAT and PIP Security							
C-TPAT and PIP Security Compliance Program	Supplier completely unaware of requirements	Supplier notified of need to comply (by division) Minimal progress towards compliance Magna C-TPAT questionnaire not completed	Supplier working on compliance with division Supplier on track with timing to achieve compliance	Supplier is C-TPAT/PIP certified or Magna C-TPAT questionnaire completed & posted in Supplier Portal		High	
Overall Score					0%	High	

Engineering

		0 High Risk	1 Moderate to High Risk	2 Low to Moderate Risk	3 Low Risk	Score	Risk Level	Notes
1 Capacity								
Is there a process for the supplier to monitor equipment and tooling capacities?	Very little knowledge of available capacity	Supplier has some knowledge of available capacity. No detail on equipment capacity	Supplier has knowledge of available capacity. Capacity studies have been conducted	Supplier has knowledge of available capacity. Capacity studies have been conducted. OEE studies are also available for review.			High	
2 Design Support/Engineering Capabilities								
Is the software program used by the supplier(with design / tool design responsibilities) appropriate and compatible with Marwood systems?	Supplier unable to communicate engineering data	Supplier has a system to communicate engineering data Majority of service is out sourced to a 3rd party	Supplier has a system to communicate engineering data Portion of service is out sourced to a 3rd party	Supplier has a system to communicate engineering data No out sourcing required			High	
3 Drawings/ Specifications								
Does this supplier have the latest Customer drawings and specifications for all parts in the program? Does the system ensure drawing / specifications are the latest level?	No formal tracking system in place Informal system in place but high potential for obsolete drawings/specifications in the system	Informal or manual system in place System is fairly robust with minimal opportunity for mistakes	Formal system in place to track drawing and specification levels All appropriate documentation and control plans reference latest level drawings	Formal system in place to track drawing and specification levels All appropriate documentation and control plans reference latest level drawings System ensures annual review/validation with customer			High	
4 New Tooling								
Is there a system to track new tooling on order to support Customer schedules and targeted implementation dates?	No system in place	Documented system to track new tool orders	Documented system to track new tool orders Tooling tracked to implementation timeline Evidence of customer updates	Documented system to track new tool orders as part of the AQP process Tooling tracked to implementation timeline Evidence of customer updates and notification of potential issues			High	
5 Tooling Management								
Does the supplier have a tooling database to track and manage tooling?	No formal tracking system for tools	Tracking system for tooling Tool maintenance records missing	Tracking system for tooling Customer ownership validated via asset tags Tool maintenance records available	Tracking system for tooling Customer ownership validated via asset tags Tool maintenance records available Tooling not currently in production properly stored			High	
6 Tooling Repair								
Does the supplier have a process / system to recertify a tool after repair but before production is scheduled?	No procedure or process	Documented system in place to quality tool fixture repairs. No formal sign off procedure	Documented system in place to quality tool/fixture repairs with sign off by qualified personnel.	Documented system in place to quality tool/fixture repairs with sign off by qualified personnel. System tied to production first off procedure			High	
7 Equipment Management								
How do you manage/ control spare equipment parts? Is Obsolete tooling segregated?	No process in place for spare part/ equipment management	Informal storage process, parts are identified but no inventory tracking system in place. Obsolete tooling is identified	System in place to manage spare parts/equipment. Inventory maintained of all spare parts/equipment	System in place to manage spare parts/equipment. Inventory maintained of all spare parts/equipment Obsolete parts/equipment is segregated			High	
8 Product / Process Changes								
How does the supplier plan and control sub-supplier defined product and process changes?	Little to no evidence of a change management process that requires approval to changes before they occur.	Process is informal Some evidence of change management	Evidence of a change management process that requires approvals. Sub-tier communication is tracked but lacks proper follow-up	Process defined for reviewing and approving sub-supplier request for change and communication to customer Requires sub-supplier to communicate any proposed changes, track these changes, and manage any risk.			High	
9 Preventative & Predictive Maintenance Program								
Does the supplier have a formal Preventive & Predictive Maintenance management system which includes all production equipment and tooling? Is Preventive Maintenance completed as scheduled?	No formal Preventive Maintenance system in place.	Some equipment on Preventive Maintenance schedule. Schedule not followed	All equipment on Preventive Maintenance schedule. Schedule not always followed	Robust Preventive & Predictive Maintenance system in place. Scheduled PMs being conducted			High	
10 Customer/Government Regulations								
If required by Customer and/or Government regulations is there proof of annual recertification testing and compliance to DOT regulations, FMVSS standards, PPAP submissions,etc	No system to track validation requirements	System in place to track validation requirements Some validations complete as per schedule but numerous delinquent	System in place to track validation requirements Validations complete as per requirements (PPAP, FMVSS,etc.)	System in place to track validation requirements Validations complete as per requirements System is proactive and issues notices of due validations			High	
Overall Score						0%	High	

Quality

		0	1	2	3	Score	Risk Level	Notes
		High Risk	Moderate to High Risk	Low to Moderate Risk	Low Risk			
1 Quality & Performance Objectives								
Are Quality and Performance objectives clearly communicated to all employees?	No communication of objectives or current performance	Objectives are communicated but current performance results are not	All objectives Quality and Performance are communicated to all employees. Communication boards available with current performance data shown				High	
2 Quality Systems								
Is this supplier ISO or IATF registered?	Supplier has no certification at present	Supplier has minimum of ISO certification. Does not has IATF certification	Supplier has certifications and has open corrective actions from internal audits	Supplier has certifications and no open issues from internal audits			High	
3 Work Instructions								
Are work instructions for all employees affecting product quality including re-work and repair operations available and posted?	No work instructions posted	Work instructions are posted or available for operators, but no re-work or repair instruction	Work instructions including re-work and repair are available but they do not match the level in the control plan	Work instructions including re-work and repair are available and match the level in the control plan			High	
4 Problem Resolution Process								
Does the supplier have an effective problem resolution process? Is a cross functional approach taken to resolve problems? Are core documents reviewed and updated (PFMEA)? Are issues closed only after verification of corrective actions implemented?	Lack of a formal process, no cross functional approach, multiple open issues or late responses	Documented process and issues addressed but no cross functional approach	Documented process used Timely response to internal and external issues Cross functional approached used	Documented process used which includes: Timely response to internal and external issues Cross functional approach All related documents updated as required (PFMEA)			High	
5 Control of Non Conforming Product								
Does this supplier have a process / system in place to identify and segregate non - conforming material?	Material not clearly identified Suspect material at production cells with potential for mix No effective containment process	Suspect material identified but not segregated properly Poor system to identify final disposition of suspect material. Some evidence of containment	Containment process in place Suspect material is clearly identified and segregated. Lack of secure containment area and evidence of signatures on final disposition	Containment process in place Suspect material is clearly identified and segregated in secure area Evidence of signatures on final disposition Procedure for containment activities in place for internal, at suppliers and Customer			High	
6 Measuring / Test Equipment								
Does a system exist to identify, qualify, and control Measuring and Test Equipment?	No system or badly managed system Multiple fixtures with out dated calibrations Gages / fixtures not on Control Plan	Manual system in place Very few gages / fixtures past due Gages / Fixtures on Control Plan	Automated system in place No past due calibrations found Gages / fixtures referenced on Control Plan Evidence of gage R&Rs on all gages	Automated system in place No past due calibrations found Gages / fixtures referenced on Control Plan Effective MSA system in place			High	
7 Measurement and Testing Training								
Are operators trained for any required measuring and testing, including use of statistical techniques? Are there posted instructions for inspection, testing, SPC?	Lack of operator training documentation Very few instructions Missing or no SPC where required	Instructions for measuring and testing as required Some training records Some use of SPC but not consistent	Instructions for measuring and testing as required Training records for all employees available and current SPC data complete where required	Instructions for measuring and testing as required Training records for all employees available and current SPC data complete where required Rework gage instructions available			High	
8 Error Proofing								
Are there adequate controls/ error proofing to prevent bad parts and or prevent bad parts from escaping the process	No focus on mistake proofing or error prevention Focus is on detection visually by operators	Some controls in place, use of visual inspection by operators to capture defects	Significant focus on error prevention Use of mistake proofing in manufacturing process	Significant focus on error prevention Use of mistake proofing in manufacturing process Use of red herrings to verify effectiveness of poke yoke			High	
9 Control Plan								
Does the Control Plan identify all gages and test equipment required for inspection? Does it include test frequency?	No references made on the Control Plan	Control Plan identifies most of the required gaging, test equipment and frequencies	Control Plan identifies the required gaging, test equipment and frequencies	Control Plan identifies the required gaging, test equipment and frequencies Frequencies are adjusted based on issues and historical data			High	
10 Controls for Start ups								
Are controls in place to verify process start up and or change over?	No start up controls for procedures - such as containment or first off	Start up process defined First off samples available for most operations	Start up process defined First off samples available for all appropriate operations	Start up process defined First off samples available for all appropriate operations Evidence of first piece approval / signature			High	
11 Document Retention								
Is there a record retention process to ensure all test, inspection and safety records are retained for a period as defined by the customer?	No formal document retention system	Documented retention system in place Records are not easily retrievable	Documented retention system in place Records are easily retrievable Records protected from damage	Documented retention system in place Records are easily retrievable Records protected from damage Process to ensure destruction as per schedule			High	
Overall Score						0%	High	

Purchasing

	0 High Risk	1 Moderate to High Risk	2 Low to Moderate Risk	3 Low Risk	Score	Risk Level	Notes
1 Capability							
Supplier capability/competency for existing and quoted Marwood Business	Marwood represents >50% of suppliers overall business Supplier lacks internal expertise on product or process technology to support Marwood business	Marwood represents >35% but < then 50% of suppliers overall business Supplier has technical capability to support business	Marwood represents >35% but < then 50% of suppliers overall business Supplier has technical capability to support business Some secondary processing is out-sourced	Marwood represents < 35% of suppliers overall business Supplier has technical capability to support business No secondary processing is out-sourced		High	
2 Risk							
As a result of the share of business they do with other OEMs does Marwood face undue risk by entering / increasing business with this supplier?	Supplier has the same OE Customer base and is a direct competitor to Marwood	Supplier has a different OE Customer base and is a direct competitor to Marwood	Supplier is a competitor to Marwood, but with different products and/or technology	Supplier is not an OE supplier Supplier does not compete with Marwood		High	
3 Qualification							
To select, qualify, approve, and manage their supply base, does this Supplier have a process / procedure?	No formal procedure for selection of suppliers No or minimal tracking of supplier performance	Supplier has procedure for supplier selection Supplier performance is measured No signs of supplier development	Supplier has procedure for supplier selection Supplier performance is measured / monitored Supplier assessments conducted Minimal Supplier development activity	Supplier has procedure for supplier selection Supplier performance is measured / monitored Supplier assessments conducted Evidence of Supplier development activity		High	
4 Performance Evaluation							
Does this supplier have a system/ process in place to disqualify their suppliers based on performance?	No formal procedure No tracking of supplier performance No reaction to poor supplier performance	No formal procedure Supplier performance is monitored but there is no reaction to poor supplier performance	Formal procedure in place Supplier performance is monitored Development activities evident with poor performing suppliers	Formal procedure in place Supplier performance is monitored Development activities evident with poor performing suppliers Process in place to prevent awarding new business to poor performing suppliers		High	
5 Supplier Communication							
How are the customer requirements communicated to their suppliers during the quoting process?	No formal process Method of communication is verbal	Formal RFQ is sent to suppliers	Formal RFQ is sent to suppliers Suppliers asked to sign off feasibility	Formal RFQ is sent to suppliers Suppliers asked to sign off feasibility Only qualified/ approved suppliers are used		High	
6 Facility							
Is this Suppliers facility owned or Leased? Does the insurance coverage include customer owned goods and or equipment?	Coverage is not adequate for damage or loss No coverage on customer owned equipment or tooling	Facility on long term lease Insurance inadequate to cover full loss	Facility on long term lease Insurance adequate to cover full loss Customer owned capital insured	Facility is owned		High	
7 Workforce							
Is the suppliers facility unionized? If yes, when does the current contract expire?	Supplier is unionized Contract expires < 3 months No contingency planning in place at this time	Supplier is unionized Contract expires in 3-6 months No contingency planning in place at this time	Supplier is unionized Contract expires in 3-6 months Contingency planning in place at this time	Supplier is not unionized or Contract expiry is minimum 12 months away Contract expiry in 6-12 months but contingencies being planned Contingency planning in place at this time		High	
8 Cost Reduction Program							
Do you have a cost reduction program?	No	<----->	<----->	Yes		High	
9 Cost Reduction Program							
Are you willing to participate in an annual cost reduction program?	No	<----->	<----->	Yes		High	
10 EDI System							
Do you have a linkable EDI system (AIAG format)?	NO	<----->	<----->	Yes		High	
Overall Score					0%	High	

Human Resources

		0 High Risk	1 Moderate to High Risk	2 Low to Moderate Risk	3 Low Risk	Score	Risk Level	Notes
1 Absenteeism Rate								
Is there a process to address absenteeism above established target?	No process in place to address absenteeism	Absenteeism is tracked. No plan to address high absenteeism	Absenteeism is tracked to a defined target. Documented plans to address absenteeism above target	Absenteeism is tracked to a defined target. Documented plans to address absenteeism above target	Absenteeism is tracked to a defined target. Documented plans to address absenteeism above target. Workforce adequately cross trained to prevent any customer risk.		High	
2 New Employees								
Is there a training program for new employees?	No formal training program	The is some evidence of new employee training	Evidence of a training program for new employees.	Evidence of a training program for new employees.	Evidence of a training program for new employees. Training includes Health and Safety training.		High	
3 Training Program								
Does a formal training and Orientation process exist? Are employee performances evaluated on a regularly basis?	No formal training or orientation plan exists	Training and orientation plan exists but is not regularly utilized	Training plan and orientation takes place with all employees, records available for review	Training plan and orientation takes place with all employees, records available for review	Training plan and orientation takes place with all employees, records available for review. Performances are evaluated regularly.		High	
4 Employee Involvement								
Does a Continuous Improvement or Employee Suggestion Plan exist?	No Continuous Improvement or Employee Suggestion plan exists	Evidence of a Continuous Improvement or Suggestion plan.	Evidence of a Continuous Improvement or Suggestion plan in place. Evidence of suggestions reviewed for implementation	Evidence of a Continuous Improvement or Suggestion plan in place. Evidence of suggestions reviewed for implementation	Evidence of a Continuous Improvement or Suggestion plan. Evidence of suggestions implemented in workplace		High	
5 Workplace Health & Safety								
Workplace Health & Safety Policies and practices are in place and are adhered to.	No documented Health and Safety program in effect. Plant lacks cleanliness and organization	Safety Program in place but not adhered to. Plant cleanliness lacking	Safety Program in place and generally consistent application of rules. Plant is generally clean and organized	Safety Program in place and generally consistent application of rules. Plant is generally clean and organized	Strong Health and Safety Program in place. Safety audits performed. Consistent application of health and safety rules. Plant is clean and organized		High	
6 Health & Safety Training								
Is there a program in place to ensure all employees receive legislated and required Health and Safety Training?	No Health and Safety program exists	Some Health and Safety training is conducted	All required Health and Safety Training is conducted.	All required Health and Safety Training is conducted.	Health and Safety training records are available for all Legislated and required training for all employees		High	
7 Evaluation Process								
Does an employee evaluation process exist? Is this an ongoing process? Is the evaluation results and opportunities for improvement communicated to employees?	No evaluation process exists	Only new employees are given performance evaluations	Employs receive evaluations annually	Employs receive evaluations annually	Employees are evaluated annually and results communicated to employee for improvement opportunities		High	
8 Employee Communication								
Does management communicate key operational and performance information to all employees?	No evidence of employee communication	Some evidence of employee communication. Evidence of customer requirements has been communicated	Evidence of communication with employees. Customer performance reviewed regularly with workforce	Evidence of communication with employees. Customer performance reviewed regularly with workforce	Evidence of communication of key Customer and internal performance results reviewed regularly with workforce		High	
9 Turn over								
Is an exit interview conducted for employees leaving the company?	No exit interviews conducted	Exit interview conducted if turn over is greater than 15%	Exit interview conducted if turn over is greater than 10%	Exit interview conducted if turn over is greater than 10%	Exit interview always conducted or if turn over is greater than 5%		High	
Overall Score						0%	High	

Advanced Product Planning

		0	1	2	3	Score	Risk Level	Notes
		High Risk	Moderate to High Risk	Low to Moderate Risk	Low Risk			
1 APQP								
Does the supplier have a process for managing Advance Quality activity and have sufficient resources to do so?	No formal system in place Evidence of a few reviews lacks resources	Documented system in place Evidence of systemic reviews Lacks resources	Documented system in place Evidence of systemic reviews Proper feasibilities completed Adequate resources Evidence of cross functional teams	Documented system in place Evidence of regular scheduled reviews Proper feasibilities completed Evidence of cross functional teams Adequate resources			High	
2 APQP Reviews								
Does the suppliers APQP plan include scheduled Design Reviews, Management Reviews, Program Reviews, etc. with their customer and internally? Do they have an Open Issues matrix?	No program review records	There are some program review records completed There is a documented procedure for program reviews No open issues matrix	There are records of completed program reviews There is a documented procedure for program reviews Open issues are being tracked	There are records of completed program reviews There is a documented procedure for program reviews Open issues are being tracked and closed in a timely manner Open issues have containment and corrective actions plans in place			High	
3 Equipment Validation								
Does the supplier perform run at rate and conduct equipment validations in preparation for production?	No evidence of run at rate No process to validate equipment	Evidence of equipment validation prior to start of production Little or no evidence of run at rate to verify meeting capacity requirements	Evidence of equipment validation prior to start of production Evidence of run at rate to verify meeting capacity requirements but lacks formal process	Evidence of equipment validation prior to start of production Evidence of run at rate to verify meeting capacity requirements Evidence of customer sign off/approvals			High	
4 Process Flow								
Does the suppliers process flow diagram match the production flow laid out for this facility?	Actually production flow does not match process flow diagram	The production flow matches the process flow diagram but a few out of sequence operations noted	The production flow matches the process flow diagram but inspection points out of sequence	The production flow matches the process flow diagram Inspection points all included			High	
5 FMEA								
Does the FMEA include critical and /or significant characteristics as well as all supplier identified Key Characteristics?	No tracking of critical and special characteristics	Critical characteristics are tracked Control is focused on product only not process	Critical / Special characteristics are tracked Required statistical controls in place	Critical / Special characteristics are tracked Required statistical controls in place Control is on both product and process			High	
6 Mistake Proofing								
Is mistake-proofing and error-proofing used to control critical characteristics and ensure product integrity? Is part history, TS, LPA results and FMEA driving prevention methodology?	No focus on mistake-proofing or error prevention	Some focus on automated error detection Mostly relies on operators	Significant focus or error prevention High use of mistake-proofing	Significant focus or error prevention High use of mistake proofing Mistake-proofing driven by FMEA RPN reduction and other data such as TS, LPA results etc.			High	
7 PPAP								
Does the supplier have a system to manage and track PPAP performance with the Customer and from Suppliers?	No tracking system in place	System in place to track Customer PPAP submissions Some PPAP samples available for evidence	System in place to track Customer PPAP submissions All PPAP samples available for evidence	System in place to track Customer and Supplier PPAP submissions All PPAP samples available for evidence PPAP issues properly addressed			High	
8 Supply Base Communication								
Does this supplier have a process/system in place to ensure that all design requirements/engineering specifications are communicated to their supply base?	No documented system of communication in place	Process in place to communicate design requirements and engineering specifications to suppliers Minor exceptions noted	Process in place to communicate design requirements and engineering specifications to suppliers No exceptions noted	Process in place to communicate design requirements and engineering specifications to suppliers No exceptions noted Supplier sign off / acknowledge requirements			High	
9 Advance Planning Sub-tier								
Does the supplier have a system to manage and track all sub-tier advance planning activity?	No system in place to track supplier activities	Supplier activities are tracked regular review of supplier activities	Supplier activities are tracked regular review of supplier activities Supplier readiness is reviewed with internal review meetings	Supplier activities are tracked regular review of supplier activities Supplier readiness is reviewed with internal review meetings Timing is managed with risk analysis and/or open issues matrix			High	
10 Safe Launch								
Does the supplier have a documented "Safe Launch" Plan? Does it include additional containment / verifications before any product is shipped?	No system in place for additional verification at start of program launch	Supplier only implements containment when directed by Customer Evidence of some containment activities	Production launch containment plan in place No prelaunch Control Plan	Production launch containment plan is part of new product launch process Pre launch controls plans in place			High	
Overall Score						0%	High	

Environmental/ Social Responsibility/ Sustainability

		0	1	2	3	Score	Risk Level	Notes
		High Risk	Moderate to High Risk	Low to Moderate Risk	Low Risk			
1 Environmental Management System								
Are you ISO 14001 certified?	No	Working towards certification	Certified to ISO 14001	Certified to ISO 14001 with additional actions in place to help reduce your company's environmental foot print			High	
2 IMDS								
Is this supplier registered to International Material Data System?	No	<----->	<----->	Yes			High	
3 Conflict Minerals								
Is the Supplier registered to iPCMP? (i-point conflict minerals platform)	No	<----->	Not registered to iPCMP but uses the conflict minerals report template	Yes			High	
4 Recycled Materials								
Does the supplier have a system to require the purchase of recycled and/or sustainable materials and work with supplier to use recycled and/or sustainable materials?	No system in place or evidence of working with suppliers to use recycled or sustainable materials	<----->	No formal system in place but some evidence of working with suppliers to use recycled or sustainable materials	Supplier has system in place to require purchase of recycled and/or sustainable materials and work with supplier to use recycled and/or sustainable materials			High	
5 Ethical Business Practices								
Does this supplier have a program or process in place to measure and verify responsible ethical business practices of its suppliers?	No	<----->	<----->	Yes			High	
6 Corporate Compliance & Ethics								
Does this supplier take corporate compliance and ethics training? Does this training include, Anti- Corruption, Anti-Competitive Business Practices, Export Control, in accordance with local law?	No	<----->	Supplier has corporate compliance and ethics training and includes some of the content listed	Yes			High	
7 Assessments								
Does your company conduct periodic assessments to identify compliance and ethics risks?	No	<----->	<----->	Yes			High	
8 MSDS								
Are material safety data sheets available for all your products?	No	<----->	<----->	Yes			High	
9 Supply Chain Health and Safety								
Does your company have a program or process in place to verify Health and Safety practices with your supply chain?	No program or process in place	<----->	Verified through supplier assessments	Yes formal program or process in place Part of supplier assessment Verified during on site visit or audits			High	
Overall Score						0%	High	



Tooling Specific Questionnaire

Question	Supplier Response	Marwood Comment	Actions	Status
Has your company been in business more than 5 years? In the last 5 years has your company operated as a profitable business? Explain if required.				
What are the steps taken to identify forming feasibility issues during quoting? How are these documented and fed back to the customer? How is the forming process decided (prig vs transfer etc.), what level of certainty during quoting?				
Specific to a tool build, does your company have a formal recovery system and process in place to resolve problems that arise at any manufacturing stage (contingency plan)? How does it work?				
Knowledge of die working HSS , AHSS and other high strain / stress process materials? What experience do you have with tooling and production of tools for high strength steel products i.e. Dual Phase & TRIP, 600 thru 1200 Mpa. Gauges under 1.0 mm and over 3.0 mm				
Does your company have a fully computerized and paper free system to communicate all information amongst all departments?				
Is all CNC, CAD and processing simulation done in house? If not, explain.				
What Is the manpower of your CAD department? Number of full time employees in Engineering department, where located, what skill set?				
How many CAD licenses, which software, number of trained operators, where located?				
What is the level of experience and training for your CAD members? Years of experience?				
What ability does your company have to receive OEM native CAD models. If translated, by whom, what format?				
What software does your company use for simulations? How many licenses? How many trained operators? Where located?				
In your experience, what level of accuracy do you see in correlation of simulation results to actual results of a finished tool and finished stamped component?				
What in house capability do you have to 3D Scan components? What make and type of scanner and software does your operation utilize?				
What is your operations capability to utilize 3D scans during part run try out and to alter the process based on the results and decisions made?				

Question	Supplier Response	Marwood Comment	Actions	Status
What is the % of Tool and Die makers on staff and average # of years experience?				
How well versed are your tool makers to blue spot die contours?				
Do you stand behind your product with 100% support during the build and at the final point of manufacture to achieve successful PPAP and deal with any quality issues that may arise?				
If you are not the tool builder do you guarantee the support of the tool shop at start up and PPAP phase to support the successful run of the tools at home line?				
Will your company adopt and support tool lead-time for: Large Tools 18 week Medium size Tools 14 week Small size Tools 12 week If not what can you support?				
How many hours of formal training do your employees get exposed to each year? Give some examples of the past 2 years for the Engineering, Tool-room and Quality departments.				
Is the supplier and the tool shop familiar with OEM tooling standards, access to latest standard, examples of previous work on products for the OEM				
Tool Design and Tool Fabrication, in-house or sourced outside?				

