



Dayco China
Supplier Rating Management

岱高中国
供应商绩效评分管理

Purpose

To define a process to manage supplier performance monthly and annually, in order to promote satisfactory performance and an atmosphere of continual improvement in the supply base.

Our long term relationship with our supply base will be dependent upon our cooperative efforts in meeting Dayco's expectations as well as the demands of our customers.

General terminology

The following acronyms are used in this standard:

- PPM (parts per million) = The calculated number of units of defective product per million units received.
- ETD (Expected Target Date) = The date that delivery of a shipment is expected by Dayco.
- OTD (On time delivery) = A measure of deliveries conforming to the order quantity requirements and arriving on the ETD.
- Service = A measure of supplier responsiveness and support of Dayco's needs in areas not directly related to quality and delivery performance.

Applicability

This rating system applies to all direct material and in-direct material suppliers for Dayco China locations.

References

NRI06.1 / NRI06.2

Operating Modes

Supplier organization

The Supplier must have an organization to assure product conformity and on time delivery in accordance with Dayco requirements. This organization must have the ability to reasonably guarantee Dayco assembly line continuity, without shutdown, in case of any quality or delivery issue. The supplier's organization shall provide adequate corrective actions for quality and/or delivery failures.

目的

定义了一个管理供应商月度与年度绩效的流程,以促进供应商能有一个满意的绩效和持续改进的氛围。我们希望与供应商能有一个长期的伙伴关系,以满足岱高和最终客户的需求。

一般术语

文中出现的缩写:

- PPM (parts per million) = 计算得出的每百万单位的不合格品数量
- ETD (Expected Target Date) = 岱高期望的到货日期
- OTD (On time delivery) = 评价到货数量和到货时间是否符合订单要求的符合性程度
- 服务 = 反映供应商的响应与支持的程度,可能其与质量和交付没有直接关系。

应用

评级系统适用于所有岱高中国工厂的直接物料和间接物料

参考

NRI06.1 / NRI06.2

操作模式

供方组织

供方必须有一个能够满足岱高质量和交付要求的组织。这个组织必须有能力在发生质量和交付问题时,合理地保障岱高生产线的连续性,不因任何质量和交付问题而导致岱高停线。供方组织应该提供关于质量或交付过失的充分改进计划。

Quality Scoring:

Non-conformity input and identification

The following sources of nonconformity data will be used in the evaluation.

- Incoming inspection
- In process
- Customer complaints and rejections due to supplier components.

PPM calculation:

The formula below describes the PPM calculation.

$$\text{PPM} = \frac{\text{total quantity non-conforming}}{\text{total quantity received}} \times 1,000,000$$

- Total quantity non-conforming calculated by below 4 conditions added up together:
 1. The cumulative non-conforming quantity of production line
 2. PPAP reject one time then 500 PPM increased, translate to non-conforming quantity follow below formula:
 Non-conforming quantity = (Reject quantity X 500PPM) / 1,000,000 PPM
 3. One lot reject or concess while mass production then 1000 PPM increased, translate to non-conforming quantity follow below formula:
 Non-conforming quantity = (Reject/ concess quantity X 1000PPM) / 1,000,000 PPM
 4. Batch of production with no shipment report one time then 500 PPM increased, translate to non-conforming quantity follow below formula:
 Non-conforming quantity = (Reject with no shipment report quantity X 500PPM) / 1,000,000 PPM
- Total incoming quantity : Data from BPCS

Quality Score Calculation:

Dayco will take the calculated PPM total and, using an algorithm, assign a point score for the time period. An example of the PPMs and derived scores is shown in the table below.



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PPM	Point score	PPM	Point score	PPM	Point score	PPM	Point score	PPM	Point score
0	100	51-61	89	205-257	78	788-840	67	4707-5235	55
1-6	99	62-72	88	258-310	77	841-893	66	5236-5765	54
7-11	98	73-83	87	311-363	76	894-946	65	5766-6294	53
12-17	97	84-94	86	364-416	75	1000	63	6295-6823	52
18-22	96	95-105	85	417-469	74	1001-1530	62	6824-7353	51
23-28	95	106-116	84	470-522	73	1531-2059	61	7354-7882	50
29-33	94	117-127	83	523-575	72	2060-2589	60	7883-8411	49
34-39	93	128-138	82	576-628	71	2590-3118	59	8412-8941	48
40-44	92	139-149	81	629-681	70	3119-3647	58	8942-9470	47
45-49	91	150	80	682-734	69	3648-4177	57	9471-9999	46
50	90	151-204	79	735-787	68	4178-4706	56	100000	45

Note: The table above does not contain the complete rating data.

The number derived from the calculation is recorded as the supplier's Quality Score.

质量得分:

不合格品输入与识别

以下不良品来源将被评价与记录

- 进料检验
- 在制品
- 因供方零件不良而造成的客户端投诉.

PPM 计算:

以下为计算 PPM 的公式.

$$PPM = \frac{\text{不良品总数量}}{\text{总到货的数量}} \times 1,000,000$$

- 不良品总数量由下列 4 种情况不良品数累加而成:
 1. 产线累退不良品数
 2. PPAP 拒收一次扣 500 PPM, 换算成不良品数
不良品数 = (拒收数量 X 500 PPM) / 1,000,000 PPM
 3. 量产批量退一次或让步接收一次扣 1000PPM, 换算成不良品数
不良品数 = (批退或让步接收数量 X 1,000 PPM) / 1,000,000 PPM
 4. 来料一批缺少出货报告扣 500PPM, 换算成不良品数
不良品数 = (来料缺少检测报告批次数量 X 500 PPM) / 1,000,000PPM
- 总到货的数量: 数据来自 BPCS 系统

质量评分计算:

岱高会在规定的一段时间内来计算 PPM，并按照下面打分表得出 PPM 分值

PPM	分值	PPM	分值	PPM	分值	PPM	分值	PPM	分值
0	100	51-61	89	205-257	78	788-840	67	4707-5235	55
1-6	99	62-72	88	258-310	77	841-893	66	5236-5765	54
7-11	98	73-83	87	311-363	76	894-946	65	5766-6294	53
12-17	97	84-94	86	364-416	75	1000	63	6295-6823	52
18-22	96	95-105	85	417-469	74	1001-1530	62	6824-7353	51
23-28	95	106-116	84	470-522	73	1531-2059	61	7354-7882	50
29-33	94	117-127	83	523-575	72	2060-2589	60	7883-8411	49
34-39	93	128-138	82	576-628	71	2590-3118	59	8412-8941	48
40-44	92	139-149	81	629-681	70	3119-3647	58	8942-9470	47
45-49	91	150	80	682-734	69	3648-4177	57	9471-9999	46
50	90	151-204	79	735-787	68	4178-4706	56	100000	(1)

注意：PPM 分值不是最终的供应商等级.分值只用以评价质量得分。

Delivery Scoring:

Order placement

Material Control places orders regularly and give the suppliers reasonable advance notification for planning purposes. The suppliers are expected to plan production according to Dayco's needs and to ship in conformity with the ETD indicated on the order.

Additional requirements for shipments

Dayco receiving will check conformity of the following items for the incoming lots.

- Shipping Documentation: The report to describe the products. (Order number, quantity, part name, lot number, etc.)
- Inspection report (or certificate of analysis): The quality report to demonstrate product conformity with specification requirements.
- Packaging: The packaging is in good condition without any damage or contamination.

If shipments are found to be damaged or missing required information they will be subject to rejection and may receive a delivery score of zero.

OTD Score calculation:

The formula below describes the OTD calculation.

$$\text{OTD} = \frac{\text{total orders in ETD with correct quantity}}{\text{total orders}} \times 100$$

- The orders in ETD : A delivery within the period of 5 days before and 2 days after the ETD is acceptable. Otherwise, it will be considered a failure, and recorded by material control and BPCS.
- Delivery Quantity: The deliveries must be the correct quantity ordered. An incorrect quantity will be considered a failure.
- Deliveries must be both on time and have the correct quantity to be acceptable (subject to the Additional Requirements for Shipments listed above). A delivery that is both not in ETD and not correct quantity is recorded as a single failure. Any one delivery is either conforming or nonconforming.
- Total orders : The total number of batches delivered.

交付得分:
订单下放

物控部门会周期性的下放订单，并且会考虑一个合理的发货周期。供方能够按照需求方需求安排生产并按照订单要求的交货期准时交付。

来料要求

仓库会确认以下要求是否齐全：

- 发货单：描述产品基本信息（订单号，数量，零件号，批号等。）
- 出货报告（或性能分析）：证明产品符合相应的质量要求。
- 包装：包装完好且无污损。

如果发现来料损坏或缺相应的信息，仓库会拒收，交付可能为 0 分。

OTD 得分计算:

OTD 的计算公式如下：

$$\text{OTD} = \frac{\text{所有满足数量要求和 OTD 的批次数}}{\text{总的批次}} \times 100$$

- 所有满足数量要求和 OTD 的批次数: 按订单要求的到货日期, 提前 5 天和晚 2 天是可以接受的, 否则会被物控和 BPCS 系统视为违反订单到货日期。

- 交付数量: 必须按照订单要求的数量进行交付, 不正确的数量会被认为是过失。

- 发货必须同时满足交期和数量 (同时提交之前所述的文件要求), 否则会被认为是过失。每一次发货只会被记录成符合和不符合

- 总的批次: 总的交付批次

Service Scoring:

SQE and Material Control are responsible for calculating the supplier service performance score. It is Dayco's expectation that Suppliers will respond promptly and proactively to all problems and concerns, or other needs that are identified by the Dayco receiving location(s) or their customers. Suppliers will be judged on the following:

<u>Service Category:</u>	<u>Points Allowed:</u>
Reactions to complaints or requests for action;	15
Timeliness and adequacy of corrective actions;	15
Adequacy of containment and stock certification activities;	15
Availability of support personnel when requested;	10
Promptness and completeness of responses to RFQs;	10
Early communication of potential problems;	15
Timeliness and completeness of PPAP submissions	20

The SQE and Material Control personnel will subtract points from the suppliers' Service scores based on the points allowed for each Service category. Each function is limited to 50 points maximum deductions. The maximum score is 100 and minimum score possible is zero.

Service Score Calculation:

The formula below describes the Service calculation:



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Service = 100 – total points assigned by SQE and Material Control

服务得分:

服务水平主要由 SQE 与物控来评价。评价偏向于反应速度与支持程度上。这也是岱高期望的供方可以迅速且主动地反应相关问题和关注点，或者其他被岱高或是上一级客户明确的要求。评价基于以下几点：

服务定义范畴:	分值:
对投诉或要求的反应;	15
纠正措施的及时充分;	15
囤堵和库存验证活动的充分性;	15
支持人员的有效性;	10
RFQ 响应的及时性和完整性;	10
潜在问题的提前通知;	15
PPAP 提交的符合性和完整性	20

SQE 供应商质量工程师和物料控制人员将根据给定的分值对供应商每项服务项目进行扣分。每项最多扣 50 分。最高得分是 100 分，最低是 0 分。

服务得分计算:

按照以下公式进行评分:

服务得分 = 100 – 总不良的分数

Overall Supplier Performance Rating Calculation

Weighting and Score

- PPM = 40% (PPM score is accordance with PPM score sheet)
- OTD = 40% (OTD score = OTD * 100)
- Service = 20% (50 points from SQE and 50 points from Material control)

Calculation and Category

Supplier score = PPM score * 0.4+ OTD score * 0.4 + Service * 0.2

The Overall supplier performance scores, once calculated, are placed in ratings categories, as are described in the following table. The table contains the score, the rating category that the score fits in, and the explanation of the meaning, and potential rewards or consequences, of the category that the score falls into.

Supplier Score Rating Table:

Point Score Range	Category	Explanation of Score
95 – 100	Excellent	Preferred candidates for additional and future business. Level needed to maintain preferred Supplier status.
85-94	Acceptable	Candidate for future business.
70 – 84	Marginal	If score is in this range for 3 consecutive monthly rating periods, the Supplier may be placed on probation and will only be considered for future business with Dayco under OE customer direction or after reinstatement criteria are met.
0 – 69	Unacceptable	Suppliers' top management may be requested to attend an inquiry where the performance will be reviewed. Market testing and recouping activities could occur.

供方供应商绩效评级计算

权重与分值

- PPM 得分 = 40%
- OTD 得分= 40%
- 服务 得分= 20%

计算与分类

供方得分 = PPM 得分 * 0.4+ OTD 得分 * 0.4 + 服务得分 * 0.2

供方绩效得分被计算后，会按照下面的评分表进行评级。评分表内容为分数，等级分类和相应的说明，包括一些潜在的奖励和后果。

供方评分表:

分数范围	类别	分数说明
95 – 100	优秀	其他和未来业务的首选候选者。保持首选供应商状态所需的等级。
85-94	良好	未来业务的候选者。
70 – 84	及格	如果连续 3 个评分期（每月一次）的分数都在此范围内，供应商可能转入试用期并且只能在满足良好条件后与 Dayco 进行 OE 客户方向的未来业务合作。
0 – 69	不及格	供应商的最高管理层可能需要接受质询，在质询中，将检查绩效情况。此外，可能会影响采购战略

Resulting Actions:

It's not acceptable for any supplier rating to be lower than 70.

Suppliers that consistently fail to achieve acceptable performance ratings may be placed on probationary status. Suppliers on probation may forfeit the right to quote new business and, if the performance problems are severe and repeated, are subject to removal from the approved Supplier list(s). Suppliers' top management may be required to attend meetings with Dayco Quality, Purchasing, and Operations management at the Dayco China receiving locations to assist in resolution of performance problems and to present action plans designed to raise performance to acceptable levels. Suppliers that have been placed on probationary status will be required to perform at acceptable levels for two consecutive rating periods before they can be removed from probation. Dayco Logistics and plant purchasing functions control Suppliers' probationary status. Improvement action will be required for any rating category consistently scoring below the acceptable range.

Performance rating summaries will be calculated, published, and distributed to all supplies on a monthly basis by the receiving location purchasing or supplier quality functions.



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基于结果的行动计划:

任何供应商得分低于 70 分都为不及格。

始终无法获得良好绩效分数的供应商可能转入观察状态。观察期的供应商可能丧失新业务的报价权利，如果绩效问题严重且重复出现，该供应商将被从接收工厂的认可供应商清单中除名。供应商的最高管理层可能需要在 Dayco 接收工厂与 Dayco 质量、采购和运行管理部门进行商谈，以便协助解决绩效问题并制定纠正措施计划从而将绩效情况升至良好等级。处于观察期状态的供应商需要在连续两个评分期处于良好等级，然后才能转出观察状态。Dayco 物流部门和二厂采购部门负责控制供应商的观察状态。对于低于良好范围的任何评分类别的供应商，都需要采取改进措施。

供应商绩效等级会由物料接收方的供应商质量部门计算，并且每月发布给供应商。

准备:

朱剑波

2015.10.29 审批:

郑巴

2015.11.03