LEELINEGROUP
Your Trusted Sourcing Partner In China

Factory Capability Scorecard - 6-Step Assessment Pack

A printable scoring pack for deciding on a Chinese factory: the 4 hard gates, the 7 weighted criteria with a blank scorecard, the capacity math worksheet, the 3-block floor audit, the evidence and consolidation rules, the approve / CAPA / reject decision, and the CAPA milestone sheet.

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HOW TO USE THIS PACK

Print sections 3 to 8 and take them to the site. Fill in the gate screen before you discuss money, score the criteria from what you saw on the floor, run the capacity maths against the records, then write one outcome with an owner and a date. The weights in section 3 are starter values - change them before you travel, so the score cannot be renegotiated after the tour.

1. The 6-Step Assessment at a Glance

Each step produces a number, and every number traces back to something seen on the floor. Fix the gates, the weights and the thresholds before Step 1, so the decision is arithmetic rather than a negotiation.

Step	What it produces	Score it feeds
Step 1. Build the weighted scorecard	The criteria, the hard gates and the pass/fail thresholds, fixed before you travel	Weighting and thresholds
Step 2. Set the hard gates	An identity and disqualification screen that ends the assessment or clears it	Gate pass or stop
Step 3. Score the process path	A station-by-station read of receipt, in-process control, rework and packing	Process control score
Step 4. Audit real capacity	Claimed output tested against proven line records and WIP at the bottleneck	Capacity score
Step 5. Run the three-block floor audit	Evidence on machinery, workforce competence and the live quality system	Machinery, workforce, quality scores
Step 6. Consolidate and decide	One signed outcome with owners, dates and re-audit milestones	Approve, CAPA or reject

Discipline beats intuition here: a weighted scorecard turns a persuasive tour into a number you can defend to a procurement director, and a hard gate turns a polite salesperson into a stop.

2. Hard Gates - Score Nothing Until These Clear

Hard gates are not criteria. They are not weighted, and they are never averaged away: one clean fail ends the assessment. Clear all four before any money moves, and before you spend a day scoring.

Hard gate	It disqualifies the factory when...	It clears when...
Legal identity mismatch	The contracting party, the invoice issuer or the bank beneficiary is not the licensed entity, or the licence does not cover manufacturing.	Licence name, chop, invoice party and bank beneficiary all resolve to one legal entity, confirmed in the registry.
Hidden subcontracting	Declared lines, headcount or production records contradict what is physically running, or a critical process is quietly outsourced.	Declared capacity matches the active lines, and any outsourced process has a named tier-2 owner with quality control in writing.
Falsified records	BOM, attendance or calibration logs do not survive comparison with physical evidence on the floor.	A spot-checked record traces back to the physical article: the gauge, the lot code, the machine plaque.
Severe labour or safety breach	PPE, dormitory, wage or working-hour conditions create an active compliance or shutdown risk.	No active violation, and the conditions you observed match the documents you were given.

The paper-to-floor match behind gate 1

Paper entity vs operating entity	What I compare	Mismatch signal	Matched?
Business licence vs company chop	Legal company name, Chinese name, Unified Social Credit Code, registered address	Chop shows a different name or code	
Business licence vs invoice entity	Invoice seller name and tax ID	A trading entity, not the manufacturer	
Business licence vs bank beneficiary	Account holder name on the payment instructions	Different legal entity, or a trading suffix	
Business licence vs certificates	Certificate holder name and holder address	Certificate belongs to another entity	
Licence vs on-site signage	Wall licence, lobby sign and front gate address	Signage shows another name or a nearby address	

Compare the strings character by character. A single missing word or a swapped entity name has failed real wires, and it is the cheapest fraud signal to catch. Confirm the entity in the official registry before you travel.

3. The Weighted Scorecard - Blank, Scored On Site

Set your own weights before the visit and keep the total at 100. The starter weights below are a starting point for an operations-heavy, mid-volume order - edit them to fit your category, your risk profile and your order size, then freeze them. Score each criterion from 1 (unverified) to 5 (verified on site).

Weighted criterion	What I score on the floor	Weight	Score 1-5	Weighted
Capacity	Current order load against the bottleneck station output, and available capacity after bookings	20		
Quality system	AQL records, the nonconformance log, and whether corrective actions actually close	20		
Machinery	Age, maintenance history, calibration status and realistic changeover time	15		
Workforce competence	Training matrix, operator tenure, and whether operators can explain their own checkpoint	15		
Supply chain discipline	Raw material lot traceability and control of tier-2 suppliers	15		
Communication	Response latency and how specification changes are handled in writing	10		
Business resilience	Cash flow signals, order concentration and backup power	5		

The four hard gates in section 2 do not appear here on purpose. A disqualifier cannot be offset by a strong total, which is the whole point of separating gates from weighted criteria.

4. Capacity Maths - Claimed vs Proven vs Available

A quoted monthly output is a sales aspiration until it survives the line records. Ask for the last 90 days of daily output per line, then run the arithmetic below before you score capacity. Fill one column per candidate factory.

Line	How you get the number	Value
Claimed capacity	The supplier’s monthly output promise	
Proven capacity	Last 90 days average daily output x 26 working days	
Confirmed bookings	Output already committed to other orders	
Changeover loss	Output lost to changeovers and setup inside the window	
Available capacity	Proven capacity minus confirmed bookings minus changeover loss	

• If available capacity comes out negative, the quote is fiction. Move the supplier to conditional approval or split the order.

• Check the machine count that is actually running, not the machine count that is installed. Idle presses and dust-covered cutters are not capacity.

• Trust the WIP as a cross-check: stacked bins at the bottleneck and idle downstream workers disprove a capacity claim faster than any spreadsheet.

• Seasonality is not a soft factor. A capacity claim made in October can collapse by January, so date the evidence you rely on.

5. The Three-Block Floor Audit

Run the three blocks in sequence, on a normal shift, starting on the floor rather than in a meeting room. These are evidence checks: each row should end with something you saw, touched or read, not something you were told.

Block 1. Machinery condition and maintenance

- [ ] 1. Listen before you read records
  A healthy line holds a steady cycle rhythm. Risky equipment whines, clanks or vibrates through the frame.
- [ ] 2. Read the machine age plaque and the maintenance log
  Check the model number and the preventive-maintenance history against the actual machine condition.
- [ ] 3. Inspect lubrication and spare-parts stock
  Lubrication points clean rather than caked, and a spare-parts shelf that matches the equipment on the floor.
- [ ] 4. State the gauge reading and serial number
  A green tag proves nothing if the last calibration date is overdue. Record the reading, not the colour.

Block 2. Workforce capability and supervision

- [ ] 5. Ask operators to explain their checkpoint
  A repeated slogan means the training never landed. A plain explanation of their own step means it did.
- [ ] 6. Review tenure, skill matrix and cross-training
  Compare the roster against who is actually standing at the station during your visit.
- [ ] 7. Watch supervisor engagement and shift handover
  Do supervisors walk the line or sit in an office? A healthy handover is documented with defect counts.

Block 3. Quality system and compliance evidence

- [ ] 8. Verify the four inspection gates
  Incoming, in-process, final and defect escalation each need a record you can pull on the spot.
- [ ] 9. Look at where rejects physically go
  Locked reject bins and a live nonconformance log, not rejects sweeping quietly back into rework.
- [ ] 10. Read the certificate scope, not the frame
  Confirm issuer, validity and the scope that covers your product, then check the floor controls it implies.

6. Consolidate the File Into One Page

Consolidate before you leave the site, because raw notes fade fast. Sort every finding into one of three buckets, then transfer the survivors into the decision matrix.

- Automatic disqualifiers - identity mismatch, hidden subcontracting, falsified records, severe safety or labour breach. These are stops, not deductions.
- Weighted weak points that are fixable - low OEE, expired calibration, weak tier-2 traceability. Each needs a written correction and an owner.
- Strengths that matter for your SKU and volume profile only. Generic strengths do not count toward the decision.

Decision matrix - keep it to one page

Criteria	Evidence	Score 1-5	Action owner

A strong audit file is a marked scorecard, timestamped photos and a signed corrective-action list, ending in one clean recommendation. Rejections most often happen at this consolidation step, not during the walk, because the matrix exposes a factory that talks well but scores weak.

7. The Decision - Approve, CAPA, or Reject

Score from the floor evidence and choose exactly one outcome. The right factory is not the one holding the most certificates: it is the one that repeats this product, at this volume, to this standard, on this schedule.

Outcome	Rule
Approve for sampling or a trial order	Every hard gate passes and the weighted total meets the threshold you set before the visit.
Conditional approval with CAPA	A hard gate is pending remediation, or a critical weighted score sits below your floor. Write dated corrective actions and re-audit milestones.
Reject and continue searching	Any hard gate fails, or the weighted score falls below the floor. Stop negotiation and rebuild the shortlist.

Sign-off

Outcome selected	Condition (if conditional)	Signed by	Date

Begin price negotiation only after the CAPA is verified. Move to supplier management to lock conditions once the outcome is signed.

8. CAPA Milestone Sheet

Conditional approval means nothing without dated, owned corrections. Write one row per finding, give each a named owner and a due date, and do not release the PO until the re-verification is recorded here.

Finding	Severity	Corrective action	Owner	Due date	Re-verified

9. Sources & Official Verification Programs

Verify every registration, certificate and audit claim against the issuing body, never against a forwarded PDF or a cover page.

• GSXT / NECIPS - official Chinese company registry

Confirm the legal entity name, the 18-digit Unified Social Credit Code, the registered address, the business scope and the live registration status before any deposit discussion. (https://www.gsxt.gov.cn/)

• IAF CertSearch - global certificate validation database

Validate that a management-system certificate is genuine, in date, and issued to the entity you are contracting with, and read the scope it actually covers. (https://www.iafcertsearch.org/)

• ISO 2859-1 - sampling procedures for inspection by attributes

The AQL sampling standard behind the accept/reject limits applied at shipment. It governs a batch draw, not a capability score. (https://www.iso.org/standard/1141.html)

• ISO 9001 - quality management systems

The quality-management standard behind the scope claim on a QMS certificate. A certificate is only evidence when the scope covers your product and the system is visibly running. (https://www.iso.org/iso-9001-quality-management.html)

• amfori BSCI - social compliance audit programme

The programme behind the BSCI reports a factory may offer as labour-compliance evidence. Check the audit date and the corrective-action status directly. (https://www.amfori.org/amfori-bsci/)

This scorecard is a field tool drawn from LeelineGroup's own audit operations and internal vetting data. It is provided for informational purposes only and is not a substitute for third-party certification, regulatory advice or legal counsel. The column headings, gate definitions and starter weights are a template: the criteria, weights, thresholds and scores you enter are your own judgement, and no number in this pack is a benchmark or a guarantee. Verify every licence, registration and certificate against the issuing body before you award business.

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Want This Scorecard Run On The Floor For You?

Fill this pack in yourself, or have it filled in by people who walk the line: the entity and gate screen, the weighted score, the capacity maths, the three-block floor audit and the CAPA follow-up on your own PO. We charge a transparent 3%-7% service fee and take no factory kickbacks. Free quote, no obligation.

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