

Lean Assessment (bi-monthly) **YEAR 2011 No1/6**

PRODUCTION PROCESSES

Revised: <01-03-2011>

Author: MICHAEL LOLIDIS

michailolidis.gr

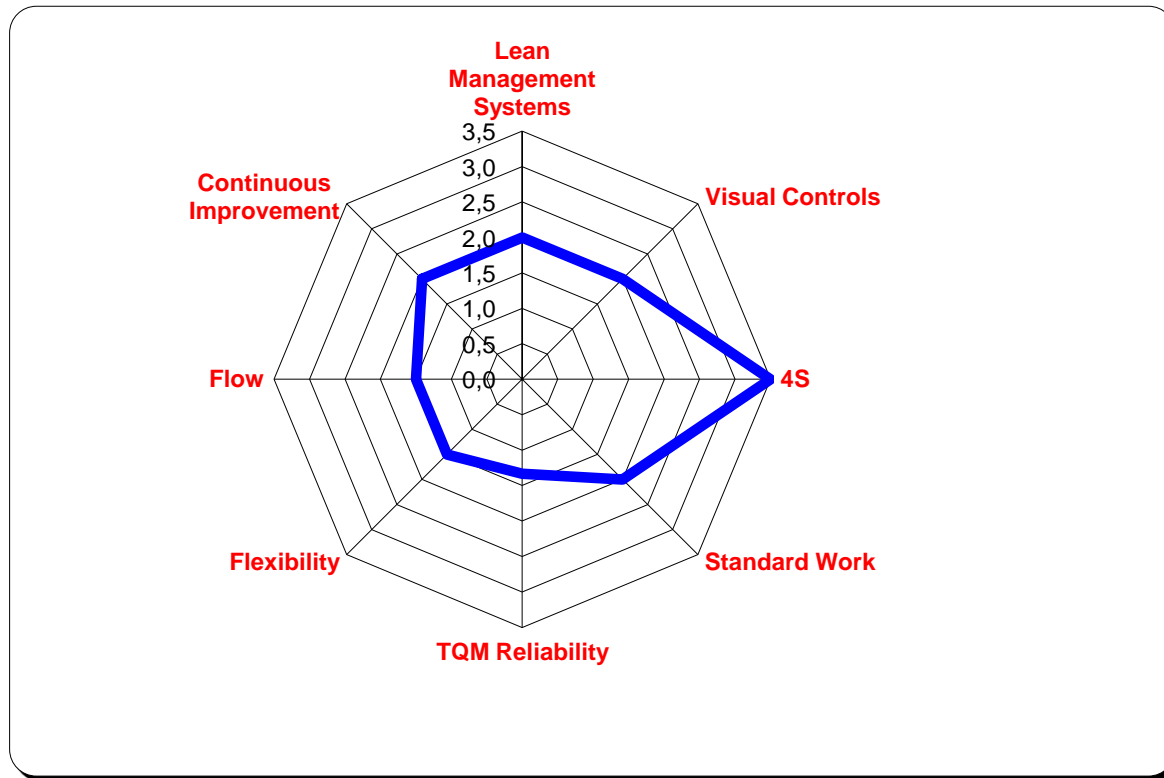
Total Quality & Productivity Concepts

Gemba Walk Topic

Assessment

Comments

Lean Management Systems	2,0
Visual Controls	2,0
4S	3,5
Standard Work	2,0
TQM Reliability	1,3
Flexibility	1,5
Flow	1,5
Continuous Improvement	2,0



Comments

Comments

Gemba Walk Topic	Assessment	Comments
Gemba Walk Topic	Assessment	Comments

Lean Management Systems

Leader Standard Work - Daily use? Weekly reviews? Archives? Continuous improvement?	2	2 Leaders might use standard work for the people they manage - but are just beginning to grasp the benefits of standard work for their own leadership responsibilities.	Comments
Gemba Walks - How often? How comfortable? How effective?	2	2 Most leaders are doing regularly scheduled gemba walks. Some are not yet fully comfortable with them.	
Task Assignment Boards - How visual? Consistency of use? Sources of tasks? Work breakdown structures?	2	2 Few tasks assigned. Even fewer escalated from Team to Dept or Value Stream. Many tasks incomplete, or have changed due date.	
Stand Up Meetings - 3 tiers: Team, Department, Value Stream. Consistency? Effectiveness?	2	2 Team meetings often lack compelling purpose. Most focus on results and schedule - rather than process improvement. Few task assignments, and poor follow up.	

2,0 Lean Management Systems - Total Average Score (that rolls up to the Radar Chart)

Visual Management & Controls

Visual Controls - How pervasive? How well monitored? Used for improvement?	2	2 The few visual controls that exist focus on production numbers. Reasons for misses are absent or vague. Management doesn't do anything about them anyway.	Comments
---	---	---	----------

2,0 Visual Management & Controls - Total Average Score (that rolls up to the Radar Chart)

4S

4S = Safety and the first easier 3 elements of 5S. There are separate evaluation sections for Standardize and Sustain.

5S Housekeeping - Audits? Results?	5	2 Measurable progress is being made - even though issues still remain.	Comments
Safety - Ergonomics? Audits? Results?	2	2 Measurable progress is being made - even though issues still remain.	

3,5 4S - Total Average Score (that rolls up to the Radar Chart)

Standard Work & Systems Integration

Standard Work Documentation - Does it exist? For every process? Support processes? Visible? Visual? Current? Used?	2	2 Progress is being made to replace obsolete documentation with lean visual documentation.	Comments
--	---	--	----------

Gemba Walk Topic	Assessment	Comments
Training Documentation - Available? Current? Used? For everything?	2	
Training - How? TWI?	2	
Standard Work Audits - Consistently performed? Correctly?	2	

2,0 Standard Work - Total Average Score (that rolls up to the Radar Chart)

TQM Implementation (TPM, FMEA, 6σ)

Quality Methods - Fundamental - poke yoke, FMEA, corrective action systems...	Assessment	Comments
Total Preventative Maintenance - How much? How well? OEE?	1	
Quality Methods - Advanced - Six Sigma (leave response blank if no advanced methods are needed)	1	
	2	

1,3 TQM Implementation - Total Average Score (that rolls up to the Radar Chart)

Flexibility (labor & production)

Labor Planning - Cross Training Matrix? Rotation Plan? Attendance Log?	Assessment	Comments
Batch Sizes - Quick Change Overs? Pitch?	2	
	1	

1,5 Flexibility - Total Average Score (that rolls up to the Radar Chart)

Value Stream Mapping - Past, current, and planned state maps? Team Roles? Product Families?	Assessment	Comments
Flow of the thing being processed - Pull systems? Pitch? Control Points? Jidoka? Inventory levels? Travel distances? Lead times?	1	
	2	

Gemba Walk Topic	Assessment	Comments
------------------	------------	----------

1,5	Flow - Total Average Score (that rolls up to the Radar Chart)	
-----	--	--

Continuous Improvement

Continuous Improvement - VSM? A3? Kaizen events? Suggestion systems? Pareto? Root cause?	2 2 Process improvement is mostly project-oriented, and often led by outside consultants. Suggestions are rare, and there is no effective system for routinely acting upon team member suggestions.	Comments
---	--	----------

2,0	Continuous Improvement - Total Average Score (that rolls up to the Radar Chart)	
-----	--	--

Comment
next audit report 2nd for the year 2011 first week of may 2011