

Lean Maturity Assessment Checklist

Company/site: _____

Date: _____

5S Auditor: _____

Section 1 - Leadership:

Y/N or Score

1. The Company focuses on the needs of the customers (as reflected by its KPIs) Check quality & delivery related performance indicators	
2. Daily lean activities are directly linked to the company's strategy and goals Check the strategic plan	
3. There is a structured approach to select and track lean projects Check project selection and tracking worksheets	
4. The Company keeps records for its lean projects and activities Check the records	
5. The Company communicates its lean activities and goals using multiple methods Visual check, minutes, emails, ...	
6. Lean review meetings are conducted on a regular basis to review lean maturity Check meeting calendar - minimum yearly	
7. Management team has been trained on advanced lean techniques Check training registers and skills matrices	
8. Work teams have been trained on lean foundation and basic lean techniques Check training registers and skills matrices	
9. Management team is routinely seen out of the offices and in the work areas Undertaking Gemba and waste walks, etc. - visual check	
10. Management provides the necessary resources & time for their people to engage in Lean Check the degree of employee engagement including time	
11. Managers and supervisors are seen as coaches and mentors Any evidence from managers and supervisors	

Comments: _____

Section 2 – Support Systems:

12. Lean performance indicators are tracked and reported regularly Check performance reports and reporting time and date	
13. Lean performance actuals and goals are shared and clearly displayed Visual check, minutes, emails, ...	
14. Customer complaints and claims are displayed in the work areas Visual check	
15. Root causes for customer complaints are analyzed and corrective actions are identified Check analysis reports and action plans	

Lean Maturity Assessment Checklist

16. Collaborative agreements with key customers are in place Check the latest agreements (last 2 years)	
17. Collaborative agreements with main suppliers are in place Check the latest agreements (last 2 years)	
18. Skill matrices are utilized to manage and track lean skills of all work teams Check skills matrices	
19. Management empowers work teams to participate in lean through rewards & incentives Any evidence for competitions, team of the month ...	
20. Lean is implemented as a whole system rather than isolated bits of techniques Any evidence that system is integrated	
21. Regular lean audits are conducted to ensure improvements are sustained Check audit plans and results	

Comments: _____

Section 3 – Value Stream:

22. A current state value stream map is identified for the main product (or product family) Check the current VSM	
23. A future state is developed which serves as a guide for future lean activities Check the future VSM	
24. An implementation plan is in place (includes time table, milestones & responsibilities) Check the implementation plan	
25. Process owners are identified and aware of their responsibilities Check the list of process owners & responsibilities - ask 2	
26. Work teams understand their place in the value stream & aware of their responsibilities Randomly ask 2 employees - check job descriptions	
27. Process maps and value stream maps are available to all work teams Check process maps in 2 work areas	
28. Work teams collaboratively maintain and improve process maps, VSMs & SIPOCs Any evidence from 2 work areas	
29. Value stream maps are used to eliminate waste and streamline processes Any evidence from 2 work areas	
30. Management understand where the current bottlenecks are and how to clear them Randomly ask 2 managers / supervisors	
31. The Company is able to manage its inventory efficiently within the value stream Visual check	

Comments: _____

Lean Maturity Assessment Checklist

Section 4 – Continuous Improvement:

32. The Company has kaizen teams or any other formal improvement teams in place Check kaizen/improvement teams	
33. Kaizen events are used to solve problems and continually improve the value stream Check the latest 2 kaizen/improvement minutes	
34. Kaizen/improvement minutes get recorded and displayed publicly Visual check	
35. Kaizen/improvement teams meet regularly to monitor improvement progress Minimum monthly - check minutes	
36. Kaizen/Improvement teams are currently working on improvement priorities A sense that CI is part of the job - any evidence	
37. Suggestions and ideas are captured and openly shared throughout the operation An idea system in place - check latest ideas	
38. The company has an internal forum for developing and sharing best practices Check sample internal best practice	
39. It is proactively networking with others to seek solutions to common problems Check sample external best practice	
40. Opportunities for horizontal expansion of CI across similar processes are carried out Any evidence in the last 2 years - check future plans	
41. Team boards are used to prioritize problems, share countermeasures & open discussions Visual check - on a daily basis	

Comments: _____

Section 5 – Lean Techniques:

42. Several methodologies are used to implement the best solution depending on the problem PDCA, 8Ds, Kaizen & DMAIC - review procedures & records	
43. Several tools are used to understand and categorize customer requirements Kano model, QFD and CTQ - any evidence	
44. Root cause analysis are carried out to identify the true causes of problems 5 whys, cause and effect diagram, ... - any evidence	
45. The flow of product and/or services is simple and direct (creating continuous flow) Visual check	
46. There is a recognized 5S program in place and 5S responsibilities have been allocated Review procedures & records - check duty schedule	
47. Kanban boards are used to trigger reordering Visual check	
48. Work teams are trying to implement Poka Yoke to prevent problems from occurring Any evidence from 2 work areas	
49. All losses in terms of defects and rework are captured and reported Check records and reports	

Lean Maturity Assessment Checklist

50. All breakdowns are captured on a central database, then analyzed using Pareto <i>Check records and analysis reports</i>	
51. A well planned preventive maintenance schedule exists <i>Check the schedule</i>	

Comments: _____

Section 6 – Standard Work:

52. Implemented improvements are captured in the forms of SOPs and OPLs <i>Any evidence from 2 work areas</i>	
53. SOPs are located for easy access to everyone within the operation <i>Visual check</i>	
54. SOPs are routinely being updated as improvements are made <i>Any evidence</i>	
55. Visuals are used to simplify standard work and to demonstrate difficult concepts <i>Check for drawings, flowcharts, photo and checklists</i>	
56. Documented standard work are used for training new comers in performing activities <i>Check employees training records</i>	
57. There is a master register of all SOPs (if on PC, there is a backup) <i>Check the master register and the backup</i>	

Comments: _____

