**Company/site:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ **Date:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

**5S Auditor:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

**Section 1 - Leadership: score**

|  |  |
| --- | --- |
| 1. The Company focuses on the needs of the customers (as reflected by its KPIs) |  |
| 1. Daily lean activities are directly linked to the company's strategy and goals |  |
| 1. There is a structured approach to select and track lean projects |  |
| 1. The Company keeps records for its lean projects and activities |  |
| 1. The Company communicates its lean activities and goals using multiple methods |  |
| 1. Lean review meetings are conducted on a regular basis to review lean maturity |  |
| 1. Management team has been trained on advanced lean techniques |  |
| 1. Work teams have been trained on lean foundation and basic lean techniques |  |
| 1. Management team is routinely seen out of the offices and in the work areas |  |
| 1. Management provides the necessary resources & time for their people to engage in Lean |  |
| 1. Managers and supervisors are seen as coaches and mentors |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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**Section 2 – Support Systems:**

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| --- | --- |
| 1. Lean performance indicators are tracked and reported regularly |  |
| 1. Lean performance actuals and goals are shared and clearly displayed |  |
| 1. Customer complaints and claims are displayed in the work areas |  |
| 1. Root causes for customer complaints are analyzed and corrective actions are identified |  |
| 1. Collaborative agreements with key customers are in place |  |
| 1. Collaborative agreements with main suppliers are in place |  |
| 1. Skill matrices are utilized to manage and track lean skills of all work teams |  |
| 1. Management empowers work teams to participate in lean through rewards & incentives |  |
| 1. Lean is implemented as a whole system rather than isolated bits of techniques |  |
| 1. Regular lean audits are conducted to ensure improvements are sustained |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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**Section 3 – Value Stream:**

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| 1. A current state value stream map is identified for the main product (or product family) |  |
| 1. A future state is developed which serves as a guide for future lean activities |  |
| 1. An implementation plan is in place (includes time table, milestones & responsibilities) |  |
| 1. Process owners are identified and aware of their responsibilities |  |
| 1. Work teams understand their place in the value stream & aware of their responsibilities |  |
| 1. Process maps and value stream maps are available to all work teams |  |
| 1. Work teams collaboratively maintain and improve process maps, VSMs & SIPOCs |  |
| 1. Value stream maps are used to eliminate waste and streamline processes |  |
| 1. Management understand where the current bottlenecks are and how to clear them |  |
| 1. The Company is able to manage its inventory efficiently within the value stream |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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**Section 4 – Continuous Improvement:**

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| 1. The Company has kaizen teams or any other formal improvement teams in place |  |
| 1. Kaizen events are used to solve problems and continually improve the value stream |  |
| 1. Kaizen/improvement minutes get recorded and displayed publicly |  |
| 1. Kaizen/improvement teams meet regularly to monitor improvement progress |  |
| 1. Kaizen/Improvement teams are currently working on improvement priorities |  |
| 1. Suggestions and ideas are captured and openly shared throughout the operation |  |
| 1. The company has an internal forum for developing and sharing best practices |  |
| 1. It is proactively networking with others to seek solutions to common problems |  |
| 1. Opportunities for horizontal expansion of CI across similar processes are carried out |  |
| 1. Team boards are used to prioritize problems, share countermeasures & open discussions |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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**Section 5 – Lean Techniques:**

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| 1. Several methodologies are used to implement the best solution depending on the problem |  |
| 1. Several tools are used to understand and categorize customer requirements |  |
| 1. Root cause analysis are carried out to identify the true causes of problems |  |
| 1. The flow of product and/or services is simple and direct (creating continuous flow) |  |
| 1. There is a recognized 5S program in place and 5S responsibilities have been allocated |  |
| 1. Kanban boards are used to trigger reordering |  |
| 1. Work teams are trying to implement Poka Yoke to prevent problems from occurring |  |
| 1. All losses in terms of defects and rework are captured and reported |  |
| 1. All breakdowns are captured on a central database, then analyzed using Pareto |  |
| 1. A well planned preventive maintenance schedule exists |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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**Section 6 – Standard Work:**

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| 1. Implemented improvements are captured in the forms of SOPs and OPLs |  |
| 1. SOPs are located for easy access to everyone within the operation |  |
| 1. SOPs are routinely being updated as improvements are made |  |
| 1. Visuals are used to simplify standard work and to demonstrate difficult concepts |  |
| 1. Documented standard work are used for training new comers in performing activities |  |
| 1. There is a master register of all SOPs (if on PC, there is a backup) |  |

**Comments:** \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_ \_

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