Assessment Lean Six-Sigma



LEAN MANAGEMENT PROGRAM Good can always become better

	-	www.leanprogram.nl				
Companyname/City:	D:					
	Min					Max
		1	2	2	4	
1 Operational law out Enter 1 value per	0 row with	1 number	2 value a	3 ccording	4 to the c	5 column.
1. Operational lay-out Enter 1 value per 1 1.1 Products and / or services are divided into product family groups and						
assigned to 1 flow channel						
1.2 Flows are visualized within the company	-					
1.3 A small part of the resources is used for more than 1 flow	-					
1.4 Direct employees are divided over the product groups into flows	-					
1.5 Non-flow linked employees is less than 25% of the workforce						
1.6 Value Stream Maps available and current per flow						
1.7 Shadow boards introduced for regular use of tools and / or aids						
Note: A flow is defined as a specific service or product that is part of a fixed route from order to delivery.	<u> </u>					
2. One-piece flow	-	-				_
2.1 Material and / or information has been split and visualized per flow						
2.2 One Piece Flow / batch size is the norm						
2.3 The Heijunka mix (product mix in the line) is the foundation of all flows						
2.4 A Kanban system controls the material supply, work in progress and any final stock for regular (consumable) items						
3. Organisation & information						
3.1 Matrix organizational chart introduced and visible to everyone						
3.2 The 3 x 3 model is installed. 3 tasks each, all tasks by 3 people.						
3.3 Information corners (CIP corners) are arranged per flow incl. a central "War						
room" 3.4 Escalation model has been developed, visible and operational						
3.5 External and internal quality data (failure costs) available per flow						
3.6 Lead time and delivery reliability available per flow	-					
3.7 Stock height (RM / WIP / FG & consumables) available per flow	-					
5.7 Stock neight (NM7 WF7 PG & consumables) available per now						
4. 5-S, Total Productive Maintenance & SMED						
4.1 A 5-S performed on all machines, offices and other departments						
4.2 OEE and historical error analysis available per (main) machine						
4.3 Changeover time reduction program for main processes is fixed including						
times						
4.4 Machines & equipment with checklist for 1st line maintenance						
4.5 Critical spare parts list available and up to date						
5. Performance indicators (KPI's)						
5.1 Priority deployment available (link between mission / vision - BP - Ambition						
projects)	L					
5.2 Objectives per flow are visualized						
5.3 Action plans visible and operational for unrealized objectives						
5.4 Seven Deadly Waste & 5-S program available and operational						
5.5 Reliability of data checks is performed periodically						

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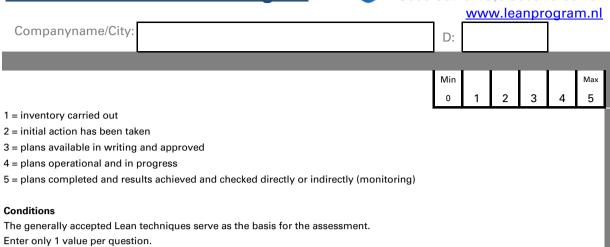


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6. Flow											
6.1 All Flows are recorded in an Actual VSM.											
6.2 All Flows have a Future VSM											
6.3 A Gantt chart with actions is recorded per flow											
·											
6.4 Flows work on the basis of TAKT times											
7. Standardization											
7.1 All running (sub) processes are documented											
7.2 Working drawings & instructions are up-to-date and directly accessible to users											
7.3 Users own instructions											
7.4 Teach-in period for basic task execution is less than 1 day for 80% of the			-								
tasks											
8. Discipline & mentality											
8.1 Employees are fully informed about the status of the company. Information											
is easily accessible and activities are explained											
8.2 All employees are involved daily in a CIP meeting and understand all											
information											
8.3 Employees know the customers, their wishes and the product applications											
8.4 A 5-S is daily business (score> 15 points)											
8.5 A 5-S crossover audit system operational											
8.6 Number of Kaizen activities is at least 2 per employee per year											
8.7 CIP corner meetings are held daily											
8.8 Errors in the process are seen as opportunities for improvement. Employees											
are encouraged to report and help resolve them											
9. Knowledge & training											
9.1 Global job descriptions with knowledge level defined per job											
9.2 Knowledge matrix available and operational incl level per employee per task.											
9.3 Adequate course program available and operational											
9.4 All employees have completed Lean basic training											
9.5 Lean masters, facilitators & Six Sigma specialists trained											
10. Pull						_					
10.1 Flows are based on TAKT											
10.2 Sales based on SLOTs.											
10.3 80% of the orders are based on Configure-to-Order											
10.4 Non-flow related activities are pulled by means of Kanban or POLCA (QRM)											
Points											
Explanation Scoring system	Total points:										
0 = no activity			-	I							

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Always use integers.