

# Assessment Lean Six-Sigma



Companyname/City:

D:

Min					Max
0	1	2	3	4	5

Enter 1 value per row with number value according to the column.

## 1. Operational lay-out

- 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.*

## 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


## 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)
- 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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**LEAN MANAGEMENT PROGRAM**

Good can always become better

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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

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### Explanation Scoring system

0 = no activity

Total points:

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1 = inventory carried out

2 = initial action has been taken

3 = plans available in writing and approved

4 = plans operational and in progress

5 = plans completed and results achieved and checked directly or indirectly (monitoring)

### Conditions

The generally accepted Lean techniques serve as the basis for the assessment.

Enter only 1 value per question.

Always use integers.