

Certified Lean Six Sigma Organisation Assessment / Audit

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CERTIFIED LEAN SIX SIGMA ORGANIZATION PROGRAM

By applying some of the best-known and most widely used standards, improvement methodologies, case studies and innovative technologies, our organizational certification services are tailored to fit different business sectors and environments. Continuous improvement should be at the forefront of every corporate culture.

John Dennis
Chairman ILSSI 2022



ILSSI.org

Lean Six Sigma Assessment / Audit

The Lean Six Sigma Assessment offers companies beginning their Lean Six Sigma journey a methodology to identify where a company can have the most impact and fastest payback both in the beginning and throughout their Lean Six Sigma initiative.

The Lean Six Sigma Assessment can also be used by companies actively engaged in their journey. The assessment offers these companies the opportunity to benchmark themselves against the "best in class" Lean Six Sigma standard.

Based upon the benchmarking exercise of comparing the company's Lean Six Sigma practices to the Lean Six Sigma Assessment "best in class" standard a company can define remaining areas of improvement in their Lean Six Sigma initiative.

Conducting the Lean Six Sigma Assessment

The Lean Six Sigma Assessment is divided into fourteen (14) areas:

1. Cultural Awareness
2. Structured Flow Manufacturing
3. Small Lot Production
4. Setup Reduction
5. Fitness For Use
6. Employee Involvement
7. Control Through Visibility
8. Housekeeping/Workplace Organization
9. Total Quality Focus
10. Level Load and Balanced Flow
11. Preventive Maintenance
12. Supplier Partnerships
13. Pull Systems
14. Education and Training

The assessment should be reviewed and conducted by the company's management team. Conducting the assessment review as a team avoids the assessment results being just one person's opinion and provides the management team the opportunity to candidly discuss the company's current condition and where to start their efforts.

The Lean Six Sigma Assessment asks a series of questions regarding the "current state of operations" as compared to the standard in a Lean Six Sigma company. The response to each question is either:

A – Best practice standard is in place.

RI – Requires Improvement – The practice was found during the assessment but the process is sub-standard or not fully implemented throughout the enterprise.

F – The practice is not found.

For each area where RI or F is recorded during the assessment the area should be identified and discussed by company management as a potential starting point or area for opportunity in their Lean effort. It should be noted specific areas such as housekeeping/workplace organization, and education and training are fundamental elements for starting any company's Lean Six Sigma journey.

Lean Six Sigma Assessment

Company: _____
 Location: _____
 Audit Date: _____

Lean Six Sigma Cultural Awareness

Expectation

Plant management communicates with shop floor workers regarding employee satisfaction and organizational objectives at least twice per year.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Employees are able to accurately describe the organizations goals and how their job contributes to the achievement of those goals.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

There is a formal process for production workers to regularly receive feedback on problems detected in downstream processes and at the customer.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

There is a formal process in place that provides shop floor workers the opportunity to work in groups to address performance, quality, or safety issues.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Shop floor employees understand and can use common performance metrics to monitor and improve production processes.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

A = Acceptable/Best practice in place

RI = Requires Improvements / the practice is found but process is substandard or not integrated throughout the enterprise

F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

When problems in the production process occur they are detected and investigated within 10 minutes of the first occurrence.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Production engineers and support staff routinely go to the spot of a problem in production to assess the actual situation and talk to production workers.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Structured Flow Manufacturing

Expectation

Operators are given a formal training period before doing a job on their own. Few defects or production slowdowns are attributable to new/inexperienced operators.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Part travel distances have been analyzed and reduced by moving equipment and workstations closer together. (E.g. Wasteful material conveyance has been eliminated by reducing the distance between processes, work cells, process groups, or material staging areas.)

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Subassembly or production areas that supply a main production line or cell(s) do not change-over early to build inventory buffers, etc. (E.g. Changeovers are synchronized across related production processes.)

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Defective items are immediately detected when they occur in the production process. (E.g. Very seldom does a bad part make it to a down stream process or to the customer with a lot of suspect parts in between requiring additional inspection.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Processes and equipment are arranged to facilitate a continuous flow of work through production and not arranged in machinery or process groups. (E.g. WIP inventory does not accumulate after processes. Machines or equipment groups do not bottle-neck the material flow, etc.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

The Ratio of actual to theoretical cycle time shows continuous improvement month to month.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Production operators are multi-process capable, fully trained and able to do the work at each station in a production cell or each job in a production line team.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

U-turn layouts and U-shaped cells have been implemented on the shop floor to enable one-piece (continuous) flow of material through production.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

A = Acceptable/Best practice in place

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

<p>Expectation Labor reporting by individual and by operation has been replaced with team reporting.</p>	<p>Evidence •</p>	<p>Evaluation</p> <table border="1" style="float: right; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">A</td> <td style="width: 33%; text-align: center;">RI</td> <td style="width: 33%; text-align: center;">F</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Small Lot Production

<p>Expectation Lot or batch sizes are reduced as process improvements are made.</p>	<p>Evidence •</p>	<p>Evaluation</p> <table border="1" style="float: right; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">A</td> <td style="width: 33%; text-align: center;">RI</td> <td style="width: 33%; text-align: center;">F</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation Setup or changeover time has been eliminated as a driver for production quantities produced.</p>	<p>Evidence •</p>	<p>Evaluation</p> <table border="1" style="float: right; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">A</td> <td style="width: 33%; text-align: center;">RI</td> <td style="width: 33%; text-align: center;">F</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation Production quantities are equal to customer order quantities. (The line, cell or work center has the ability to produce only to the customer requirement).</p>	<p>Evidence • Operating Procedures and Process Maps</p>	<p>Evaluation</p> <table border="1" style="float: right; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">A</td> <td style="width: 33%; text-align: center;">RI</td> <td style="width: 33%; text-align: center;">F</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Setup Reduction

<p>Expectation Changeovers are scheduled in advance and communicated so all workers on the team know the day's changeover schedule.</p>	<p>Evidence •</p>	<p>Evaluation</p> <table border="1" style="float: right; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">A</td> <td style="width: 33%; text-align: center;">RI</td> <td style="width: 33%; text-align: center;">F</td> </tr> <tr> <td style="height: 20px;"> </td> <td> </td> <td> </td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

A = Acceptable/Best practice in place

RI = Requires Improvements / the practice is found but process is substandard or not integrated throughout the enterprise

F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

<p>Expectation Quick changeover teams have received training on changeover time reduction procedures and are actively improving changeover methods.</p>	<p>Evidence •</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">A</td> <td style="padding: 2px;">RI</td> <td style="padding: 2px;">F</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation Set-up activities have been subject to detailed process analysis techniques such as motion and time study, videotaping to identify waste, etc.</p>	<p>Evidence •</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">A</td> <td style="padding: 2px;">RI</td> <td style="padding: 2px;">F</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation Changeover time, both internal and external, is visibly tracked at each workstation where changeovers are performed.</p>	<p>Evidence •</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">A</td> <td style="padding: 2px;">RI</td> <td style="padding: 2px;">F</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation As new changeover procedures are developed, they are standardized and replicated in other areas of the plant.</p>	<p>Evidence •</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">A</td> <td style="padding: 2px;">RI</td> <td style="padding: 2px;">F</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

<p>Expectation Special tools or equipment have been developed and implemented to reduce the time and labor involved in the changeover process.</p>	<p>Evidence •</p>	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 2px;">A</td> <td style="padding: 2px;">RI</td> <td style="padding: 2px;">F</td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> </tr> </table>	A	RI	F			
A	RI	F						

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

All of the dies, fixtures, tools, fasteners, materials, parts, raw stock, etc, needed for the next production run are prepared in advance to reduce changeover times.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

All dies, fixtures, and changeover tools are stored in a neat, orderly fashion when not in use and are maintained in good working condition.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Fitness For Use

Expectation

Analysis has been conducted on parts and components to identify design opportunities to eliminate waste and improve productivity.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Quality of release from engineering for new products is measured and shows continuous improvement.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Workers actively and routinely meet with internal customers, external customers and suppliers on the elimination of fitness for use issues (elimination of time, motion and effort in a non-value add sense).

Evidence

- Operating Procedures and Process Maps

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Standardized containers are used throughout the supply chain to eliminate duplicate handling, counting and weighing of materials.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Employee Involvement.

Expectation

There is a clearly communicated strategy and designated champion for continuous improvement in the plant with the necessary resources, organization, and infrastructure in place to support the process.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

There is a formal process in place to solicit ideas and suggestions for improvements from all employees and to recognize their participation. (E.g. Suggestion systems, quality circles, incentive programs, etc.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Employees have been trained in the continuous improvement methods and have been affected by or participated in a continuous improvement project.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Employees know the nine wastes, are actively involved in identifying waste in their processes, and are empowered to work to reduce or eliminate the waste.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Continuous improvement projects are structured, planned, and time boxed; successes are recognized and expanded throughout the plant. (E.g. Project have champions responsible for implementation, action items have responsibility assigned, and implementation timing milestones are established.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Many of the improvements made throughout the plant involve minor or no capital investment. (E.g., The improvement process is dominated more by small, incremental improvements than by large scale, capital intensive projects.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

SOP's are subject to a continuous improvement process that seeks to improve the sequence of steps in the operations, reduce WIP inventories, increase labor and machine utilization, etc.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Control Through Visibility

Expectation

Updated display boards containing job training, safety, operating measureables, production data, quality problem and counter-measure information are readily visible throughout the plant.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Check-sheets describing and tracking the top defects are posted and up to date at each workstation. *(E.g., Each operator is aware of the key quality points and defect history of the process they are doing.)*

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

There is good, effective communication between production shifts in the plant. *(E.g. Equipment, quality problems, production schedules, etc. are communicated daily, and production areas are left “ready to go” by the previous shift.)*

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Processes are equipped with call lights or signals that workers or machines can call for assistance when a problem is encountered.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Manual processes or tasks have been equipped with mechanized checks to aid human judgment wherever possible.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Marked squares on the floor or other signaling devices are used to aid and activate production.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Housekeeping/Workplace Organization

Organization and Visual Management

Expectation

The plant is generally clear of all unnecessary materials or scrap and isles are clear of obstructions.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Lines on the floor clearly distinguish work areas, paths, and material handling isles. Signs clearly identify production, inventory staging, and material drop areas.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

A daily checklist exists in each work center that identifies housekeeping activities to be performed.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

There is "a place for everything and everything in its place:" every container; tool and part rack is clearly labeled and easily accessible to the user. People using tools, parts, fixtures, quality gages, etc. know where to find them.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

A radar chart/spider diagram chart displays each area's workplace organization performance.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Total Quality Focus

Expectation

Operators can stop the line when a defective unit/part is found or when they cannot complete their process according to the SOP.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Error proofing devices and methods have been implemented to eliminate the top production defects for each work area.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Workers have been trained in the basics of error proofing and analyzing production defects and identifying error proofing opportunities.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

A standardized operating procedure (SOP) has been developed and used to train operators for each production process.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Every production process has the SOP posted within view of the worker performing the process.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation	Evidence	Evaluation		
Internal quality is actively measured through first pass yield.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
Failure analysis is performed with results displayed.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
External quality to customers is measured through on-time performance, warranty costs and returns.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Level Load and Balanced Flow

Expectation	Evidence	Evaluation		
There is an effort to level production schedules by spreading the monthly purchase volume evenly over the period. (E.g. The daily production volume for a part does not vary substantially from one day to the next based on daily release quantities,)	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
Changeovers in production are made to support the mix of customer demand and not to support long productions runs, WIP inventory buffers, or daily short ship emergencies, etc.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

A = Acceptable/Best practice in place

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F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Takt time determines the pace of production in the plant. (E.g., *Takt time = Production time available / Customer volume*)

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

The Takt time is used as the basis to determine process cycle times and allocate work throughout the production process. (E.g., *Production processes are designed with cycle times that does not exceed the Takt time.*)

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Processes on production lines or in cells are balanced or leveled so the difference between cycle times of linked processes is negligible.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

When demand volumes increase, production processes are rebalanced or redesigned to reduce the process cycle times to correspond to the new Takt time.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Performance to the plan is measured in daily or hourly rates.

Evidence

•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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RI = Requires Improvements / the practice is found but process is substandard or not integrated throughout the enterprise

F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Output to plan by day or hour is $\pm 5\%$ to plan.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Preventative Maintenance

Expectation

Maintenance team managers and workers have been trained in the basics of TPM.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Machines have all safety guard devices operative, and are locked out immediately when broken down. (E.g., Safety guards are not disabled or removed. Malfunctioning equipment is not allowed to continue operating in production.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Preventive maintenance activity lists are posted in work areas and item completions are tracked over time.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Accurate and visible maintenance records are kept up to date and posted nearby for all production machinery.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Preventive maintenance activities are focused on increasing utilization and minimizing cycle time variation. (E.g., Capacity utilization is tracked and cycle time performance is monitored for each machine and issued in maintenance activity planning. The maintenance team is evolving from preventive to predictive abilities.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Preventive maintenance responsibilities are defined for both maintenance and production workers. (E.g., Operators are doing routing tasks like checking oil, cleaning machines, & changing tools.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Maintenance is scheduled as part of the overall production plan.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Supplier Partnerships

Expectation

Suppliers have early involvement in the design process for new products.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Suppliers are at least quarterly provided feedback on delivery, quality and service.

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

A = Acceptable/Best practice in place

RI = Requires Improvements / the practice is found but process is substandard or not integrated throughout the enterprise

F = Failed / the practice is not found

Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation
The supplier and customer are actively engaged in initiatives regarding the non-price areas of cost.

Evidence
•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation
Suppliers deliver materials to point of use.

Evidence
•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation
There are specific goals/objectives for the supply base for total dollars spent to be at point of use, supplier managed inventory and consignment.

Evidence
•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation
On-time performance from the supply base is at least 95% on time to the due date.

Evidence
•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation
The company consistently provides technical expertise to supply partners to activate their Lean Six Sigma efforts.

Evidence
•

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation	Evidence	Evaluation		
Long term agreements exist for at least 80% of total purchase dollars.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Pull Systems

Expectation	Evidence	Evaluation		
The target and actual hourly output is displayed for each manufacturing cell or line or process group as well as the day's production requirements and timing.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
All production managers and supervisors have been trained in the principles and implementation of shop floor material pull systems. (E.g., Kanban or other shop floor JIT replenishment systems.)	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
Material flow or movement in the plant is dependent on individual pull signals (via Kanban, etc.) from downstream workstations as parts or materials are consumed.	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation	Evidence	Evaluation		
Downstream processes are pulling material from upstream processes; upstream production schedules are dependent on downstream use. (E.g. Production departments or process groups do not operate on autonomous production plans determined by inventory targets, batch size capability, etc.)	•	A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Adapting to changes in customer demand requires changing only the production schedule for the “final” line or process. (E.g. Customer order changes do not require the rework of numerous “process” production schedules throughout the plant since the “final” line pulls from all preceding processes.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Production supervisors are not motivated to produce more parts than the subsequent processes require. (E.g. Supervisors are not motivated to “build to make the numbers” regardless of downstream process requirement.)

Evidence

-

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Employee Education and Training

Expectation

An ongoing education/training program has been developed for all employees, including new hires, transfers, and promotions.

Evidence

- Policy or defining document

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Participation in relevant professional organizations is supported. Professional certification processes are supported.

Evidence

- Policy or defining document

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

The education and training needs of all employees are evaluated annually, and progress is reviewed quarterly.

Evidence

- Observe planning and review process

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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Lean Six Sigma Assessment

Company: _____

Location: _____

Audit Date: _____

Expectation

Promotions, new hires, and transfers receive an initial education and training needs assessment and plan.

Evidence

- Observe assessment process

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Education and training requirements are evaluated for all newly formed improvement teams.

Evidence

- Observe training records

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

All employees have received Lean Six Sigma education tailored to their job.

Evidence

- Observe training records

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Every employee receives at least 20 hours of education/training annually.

Evidence

- Observe training records

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

Key employees are pursuing, or have achieved certification through relevant professional organizations.

Evidence

- Observe certification records

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

Expectation

All employees are trained in basic problem solving skills.

Evidence

- Observe training records

Evaluation

A	RI	F

	Observation	Action	Responsibility	Date
Site	•	•	•	•

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