

LEAN Business Performance Review

64 Point Questionnaire

(Confidential)

Your Company: _____

Your Name: _____

Date Completed: _____

Questionnaire Scope and Confidentiality

The following questionnaire is a self-administered audit of your company's opportunities to transform itself into a LEAN business that eliminates waste, adds customer value and continually improve its performance.

This questionnaire is a tested method and a proven analytical tool to help you advance your business' performance. The information you complete is for confidential use between your company and us. Its contents will not be discussed, shared or viewed by others.

The questionnaire is written in ten sections covering the LEAN business methods and philosophies.

Please complete the questionnaire as best you can with as complete details as possible. If a question is not relevant, just mark in N/A (Not Applicable). If the practice suggested in a question is not done in your company write 'Not done at present'. If you do not have answers to a question, or you do not understand the question, do not concern yourself. We will discuss them with you later if it is necessary.

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Please respect these rights and protections by using this document solely for your company and the purpose intended.

Upon Completion

If you wish you can forward a copy of the completed questionnaire to us for our opinion by scanning it and attaching it to an email sent to info@lifetime-reliability.com. Whether we chose to reply and make comments is entirely at our discretion. As we do not know your circumstances any suggestions that we make which you adopt are wholly at your risk.

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1 Customer Focus

1.1 Write the business' Vision and Mission Statements

1.2 Describe how your business identifies the full extent of its customers' needs.

1.3 What are the topics of customer complaints your business receives, if any?

1.4 What range of issues do customer compliment your business for, if any?

1.5 List the range of products/services that you offer your Customers. What proportion of total sales does each type represent?

1.6 What information do you provide to customers to help them answer their questions? What communication medium do you use to provide that information?

1.7 How many customer enquiries do you receive per product range each month?

1.8 How many orders do you receive a month on average for each product range? What is the average monthly value of an order in each product range?

1.9 Draw the supply chain for your main product from the first raw material provider to the final customer in which the product is used. Indicate the time taken at each step.

2 Value-Adding Processes

2.1 Draw your supply/manufacturing process steps from Customer order to Customer delivery.

2.2 What is the time taken on average to do each step in the above process?

2.3 What is the production rate of each equipment item used in the process of making product?

2.4 What delivery times do you quote customers for each product range?

2.5 What is the range of times (fastest to slowest) taken to make/provide products/services in each product range from order to delivery?

2.6 What proportion of product put through each process step is scrapped or must be reworked?

3 Maximising Equipment Productivity

3.1 What types of equipment are used to make/deliver your products/services?

3.2 Who does the maintenance on the equipment? What maintenance disciplines are needed to maintain the equipment?

3.3 Is maintenance done by specialised technicians brought in specifically for that work? What equipment do they work on and what maintenance is done by these specialised maintainers?

3.4 Describe the education levels and experience required of the persons operating machinery and equipment in the operation.

3.5 Do you do a 'change-over' (alter machines and/or settings) when you need to make different products? If so, how long does a typical change-over take from stopping one product to making the next product?

3.6 Who is responsible for doing each change-over? Are written procedures available for doing all change-overs?

3.7 Have any SMED projects to improve change-over times been conducted? If so, what equipment was each project on and what was the extent of the improvement?

4 Pull Flow and Levelled Processing

4.1 Describe how daily production is planned. What production planning system is used?

4.2 Draw the site/building layout of the operation and show where the operations processes are conducted. Show where raw material, inward goods, stocked materials and finished goods are stored. (use another page if you need more space, or attached an A4 size drawing)

4.3 How many workstations are in the operation? Name and list the work done in each.

4.4 How many work-in-progress items are typically moved between workstations at a time? What equipment is used to move the WIP items? What range of weight are the WIP items?

4.5 Describe the method used to coordinate WIP movements from workstation to workstation.

4.6 Describe how deliveries of finished items are scheduled for despatch. List the documents used to do the scheduling.

4.7 Typically, how soon after a firm order is received is work started on making/supplying it? What steps must the order go through to get it into production?

5 Workplace Management Practices

5.1 Is the '5S' methodology applied in the operation? If so, where is it used and by with persons?

5.2 Which functions in the operation use written standard operating procedures?

5.3 List all the SOP titles used by each of the functions noted above?

5.4 Are officially approved workplace teams used in the operation? If so, what functions do they fulfil?

6 Continuous, Incremental Improvement

6.1 List key improvements and innovations introduced into the operation in the last 12 months.

6.2 On average, how many new ideas are generated per employee per year?

6.3 Describe the process used to investigate and approve employee generated ideas. How are employees rewarded for their business improvement ideas?

6.4 How much quicker are the range of products now made compared to 12 months ago?

7 Visual Management

7.1 Describe how information on workstation daily performance is presented to the people in the workstation?

7.2 What types of information on business and process performance are displayed publically? Who sees each

7.3 Explain the range of systems now in use to control work and check that is being done correctly?

7.4 Is the '5S' methodology applied in the operation? If so, where is it used and by whom?

8 Reducing Variation and Eliminating the 7 Wastes

8.1 Describe the extent of standardisation adopted in the operation.

8.2 Describe how process wastes are currently identified and measured.

8.3 Per product range, how many hours of a typical day are productive and how many are idle?

8.4 Who authorises product release? Describe the quality control processes used to ensure products meet requirements.

8.5 How many weeks of finished inventory are carried in each product range?

8.6 How many weeks of raw materials and/or components are carried in each product range?

8.7 What proportion per product type requires rework?

8.8 List the stages during production of each product type when a quality check is performed.

8.9 How often are your operating problems and product quality issues due to Suppliers or purchased materials?

8.10 How many suppliers are used to make each product range? Where is each supplier physically located?

9 Respect for Planet and People

9.1 Describe the sort of performance that a person has to do to get recognition for their efforts?

9.2 How are people who contribute more than was expected recognised? How often is a public recognition made?

9.3 Describe what the operation has done to address sustainability and energy reduction?

9.4 Explain the operations future plans to reduce its impact on the planet. What will each plan cost and when will each plan be implemented?

9.5 Describe the process/methods used to help employees address work performance issues.

9.6 Describe the possibilities available to employees to participate in job rotation and job enrichment. List additional training requirements necessary for each possibility.

9.7 Are there employees sufficiently knowledgeable and able to make decision now done by supervisory and management people? If so, what functions do they fill and what sort of decisions can be left to those employees?

9.8 If it were possible, what additional skills, knowledge and abilities would you want your employees to possess?

10 Team Driven Innovation

10.1 What proportion of work activities are performed by specific teams? What is each team responsible for?

10.2 Describe the methods of communication used to inform employees. How often is each method used?

10.3 Describe the process used in the operation to prepare for and introduce 'change'.

10.4 Are there people in the operation who could champion change and innovation? What work are these people responsible for at present?

10.5 Can collaborative relationships be developed with single suppliers? Which products would benefit by having only one supplier?
