



*Scope of this check-list is to evaluate how far your company is to be a "Lean Company"  
 After this Audit Check-List, plan how to implement the missing points*

### **1° Get management commitment**

- |   |        |
|---|--------|
| 1) Do we have a Lean manager?   | Yes/No |
| 2) Does the Lean manager have top management support to execute change? | Yes/No |

### **2° Determine a product line**

- |  |        |
|--|--------|
| 3) Have we determined a product line or plant area to start the pilot phase?   | Yes/No |
| 4) Does the product line chosen part of the 20% that generate 80% of revenues? | Yes/No |

### **3° Understand lean techniques**

#### **3.1 "5 S"**

- |  |        |
|--|--------|
| 5) Do we know what means 5S?           | Yes/No |
| 6) Do we have already 5S in the plant? | Yes/No |

#### **3.2 Demand**

- |   |        |
|---|--------|
| 7) Do we know how to calculate takt time? (try test on <a href="http://www.leanlab.info">www.leanlab.info</a> ) | Yes/No |
| 8) Do we have stable production to work at takt time?   | Yes/No |
| 9) Do we have buffer and safety stocks?   | Yes/No |
| 10) Do we use supermarkets to replenish parts into 80/20?   | Yes/No |

#### **3.3 Flow**

- |   |        |
|---|--------|
| 11) Are we working in U shape cells?                                | Yes/No |
| 12) Do we have a levelled line to reduce each step time spent?      | Yes/No |
| 13) Do we use pull process?   | Yes/No |
| 14) Do we use kanban cards to replenish?                            | Yes/No |
| 15) Do we use a runner to replenish kanban?                         | Yes/No |
| 16) Do we use standardized processes?                               | Yes/No |
| 17) Are the standard processes available in the working areas?      | Yes/No |
| 18) Are the standard processes updated?                             | Yes/No |
| 19) Do we have a materials continuous flow?                         | Yes/No |
| 20) Do we have bottle necks in the plant?                           | Yes/No |
| 21) Do we have visual control in the plant?                         | Yes/No |
| 22) Do we have an standardized training plan for each new employee? | Yes/No |
| 23) Do we have an experienced trainer?                              | Yes/No |
| 24) Do we have a cross training process to get a flexible team?     | Yes/No |

### 3.4 Levelling

- 25) Do we have a system to level work load? Yes/No
- 26) Do we use heijunka boxes? Yes/No

### 3.5 Kaizen

- 27) Do we have an standardized process for continuous improvement? Yes/No
- 28) Do the employees participate? Yes/No
- 29) Do we have a system that permit employees and managers work together in continuous improvement? Yes/No
- 30) Do we have kaizen events regularly? Yes/No
- 31) Do we use SMED techniques to reduce change over time? Yes/No
- 32) Do we have a standardized employees suggestions program? Yes/No
- 33) Are the employees participating in that program? Yes/No
- 34) Do we execute employees suggestions? Yes/No
- 35) Do we inform employees frequently about the suggestions state? Approved vs. Rejected. Yes/No
- 36) Do we have 5 minutes meeting before shift starts? Yes/No
- 37) Do we have an information system that permit employees explain problems detected today? Yes/No
- 38) Is that information system checked every day? Yes/No

### 3.6 Continuous Improvement

- 39) Do we have incentive for employees to participate in continuous improvement? Yes/No
- 40) Do we have teams in charge of continuous improvement? Yes/No

### 3.7 TPM

- 41) Do we have a preventive maintenance calendar? Yes/No
- 42) Do we use it properly? Yes/No
- 43) Are the employees participating in that program? Yes/No
- 44) Do we have a low breakdown percentage? Yes/No
- 45) Do we have standardize process to maintain equipments, tools, machines and dies in good shape? Yes/No
- 46) Do we use the standard process? Yes/No
- 47) Is the preventive maintenance working well? Yes/No

## 4° Create the current state map

- 48) Do we have a current state map? Yes/No
- 49) Have been the map updated in the last 3 months? Yes/No
- 50) Have we physically measured the cycle time, lead time, work in process and machinery uptime? Yes/No
- 51) Do we know where are the bottle necks and bigger problems? Yes/No

## 5° Define lean metrics

- 52) Have we defined lean metrics to check results? Yes/No
- 53) Are we checking results every day? Every shift? Yes/No
- 54) Do we have defined counter measures in case of deviations? Yes/No
- 55) Is each responsible person checking metrics daily? Yes/No

**6° Create future state map**

- 56) Do we have a future state map? Yes/No
- 57) Do we have a defined plan (What, Who, When) to define changes? Yes/No
- 58) Are we executing actions on time? Yes/No

**7° Gemba & PDCA**

- 59) Are the responsible persons passing the majority of their time in the plant checking problems? Yes/No
- 60) Do we have fluent communication between employees and managers to resolve problems? Yes/No
- 61) Do we have a PDCA process? (Plan-Do-Check-Act) Yes/No

*If you note a lot of “No” you are in **Critical Situation** and you have to arrange with your **team, urgent action** to solve the problems and implement stable solutions.*

Date of Audit

\_\_\_\_/\_\_\_\_/\_\_\_\_

Audit Score (n° of yes) \_\_\_\_ / 61

Next Planned Audit (*Suggested max 2 months later*)

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[www.excelean.com](http://www.excelean.com)

[www.leanlab.name](http://www.leanlab.name)