

# Step 5: Lean Manufacturing Assessment

## Just-in-Time



Batch manufacturing exists throughout the value stream.

1 2 3 4 5 N/A

Order leveling used to reduce variations in production volume and variety.

Product control releases multiple orders on the specific value stream without knowledge of true throughput lead time.

1 2 3 4 5 N/A

Heijunka box is loaded based on production volume and variety.

No takt image.

1 2 3 4 5 N/A

Takt image is understood by everyone, and pace is kept by utilizing a runner or material handler.

Pitch is not utilized.

1 2 3 4 5 N/A

Pitch is understood by all and determines product movement and time periods.

ORDER LEVELING AVERAGE

# Step 5: Lean Manufacturing Assessment

## Just-in-Time



	1	2	3	4	5	N/A	
Delivery of goods and services is not based on a schedule.							Delivery of goods is based on a schedule. On-time delivery performance is tracked, documented, and used to review supplier performance. On-time delivery is over 98%.
Delivered goods wait in receiving area for an undetermined time.							Goods are delivered to the point of use.
Over- and undershipments to the customer occur often.							Shipments conform to customer requirements and meet shipment windows 100% of the time.
Standard pack concepts are not used for in-process movement of product.							Product is presented in common lots. Standard pack concepts are fully implemented.
No organized approach to the movement of product through the workplace exists.							Product delivery throughout the workplace is based on pull signals.
Operators leave their workstations to pick up and deliver material.							Product is delivered and removed from workstations without affecting job requirements.
Pull system is not in use between operations.							Pull system is fully implemented, maintained, and regularly analyzed for appropriateness.
There is no planned approach to in-process inventories.							All inventory buffers are planned, are set at minimal levels, and do not interfere with operator performance.
Flow space and availability dictate the amount of workplace inventory.							Overall product cycle-time measurement drives appropriate inventory levels.

**MATERIAL  
MOVEMENT AVERAGE**