



Batch work exists throughout the value stream.

0 1 2 3 4 N/A

Order leveling used to reduce variations in work load.

Supervisor/Manager releases multiple work units on the specific value stream without knowledge of true throughput lead time.

0 1 2 3 4 N/A

Heijunka box is loaded based on work load volume and variety.

Pitch is not utilized.

0 1 2 3 4 N/A

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

ORDER LEVELING AVERAGE

**Notes:**





Basic Value Stream concepts are not understood or in place.

0 1 2 3 4 N/A

Process Value Stream Diagrams are current and reflect existing process changes. High level of continuous improvement activity.

Work Unit Cycle Time charting is not in use.

0 1 2 3 4 N/A

Documented Work Unit Cycle Time procedure is well established. It has been reduced 50% or more from baseline on specified value stream.

Office work area set-up in functional areas.

0 1 2 3 4 N/A

Work area layout optimizes integrated flow paths.

Standardized worksheets are not in use. Manpower fixed regardless of customer demand.

0 1 2 3 4 N/A

Standardized worksheets are fully developed and implemented. Flexible manpower to respond to changes in customer demand.

Work is pushed through the workplace.

0 1 2 3 4 N/A

Pull system drives process outputs. Approaching one piece work flow, manual transfer and flexible work areas.

WORK FLOW AVERAGE

**Notes:**



Visual control signals are not standardized throughout the workplace.

0 1 2 3 4 N/A

Visual control signals are standardized throughout the workplace.

There is not a common communication system throughout the workplace.

0 1 2 3 4 N/A

There is a common communication system throughout the workplace and it affords easy access to the workforce.

Visual control signals are not easy to understand and don't convey the proper message.

0 1 2 3 4 N/A

Visual control signals are very easy to understand and convey the proper message.

VISUAL CONTROLS AVERAGE

**Notes:**



The Organization does not have an Internal Audit process.

0 1 2 3 4 N/A

Internal Audits are regularly scheduled and documented. The findings of the audits become a part of the corrective action system. There are follow-up audits to ensure that the corrective actions are effective. The organization's leadership regularly reviews the results of Internal Audits.

There is no system for the handling of customer complaints. (Internal or External)

0 1 2 3 4 N/A

There is a process for recording, communicating, and resolving customer complaints (Internal or External). The complaints are entered into the corrective action system, follow-up is conducted and they are reviewed by the organization's leadership.

Error proofing techniques are not evident in the processes and there is no implementation plan to utilize error proofing.

0 1 2 3 4 N/A

Error proofing techniques are deployed throughout the work area. Key processes demonstrate error proofing or there is evidence that error proofing was investigated.

There is no continuous improvement process in the workplace.

0 1 2 3 4 N/A

Continuous improvement teams are actively studying and implementing continuous improvement projects.

QUALITY AVERAGE

**Notes:**



Many work areas have clutter and debris laying around that are not used to accomplish the required tasks.

0 1 2 3 4 N/A

The work areas are all organized such that only the work that is scheduled is present.

There is no organized approach to the placement of necessary materials and tools at the workstations.

0 1 2 3 4 N/A

Audits reveal that the work areas are well organized and work units are in their proper places.

There are no standardized worksheets to follow for workplace organization.

0 1 2 3 4 N/A

Work group team members have work area responsibilities and there is evidence that the responsibilities are being carried out as per their standardized work sheets.

The work area does not utilize any waste reduction or problem identification and resolution process.

0 1 2 3 4 N/A

There are documented processes for waste reduction resolution. There is documented evidence that these processes have been institutionalized and that there are follow-up audits to ensure that the corrective actions are effective.

WORKPLACE ORGANIZATION  
AVERAGE

**Notes:**



The workforce is not cross-trained.

0 1 2 3 4 N/A

The workforce is cross-trained, and a rotation system is in place.

The workforce has no knowledge of the seven types of waste.

0 1 2 3 4 N/A

Waste is made visible and there are teams trained in problem solving skills that are actively tracking their waste reduction efforts.

Employees have no access to Continuous Improvement Tools.

1 2 3 4 5 N/A

Regularly scheduled courses are held in the area of continuous improvement.

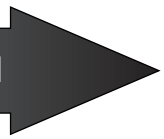
TRAINING AVERAGE

**Notes:**

**BATCH WORK**

**TEAM MEMBER INVOLVEMENT**

**LEAN**



The workforce is unaware of the company's core beliefs and values.

0 1 2 3 4 N/A

The workforce has completely enhanced the company's core beliefs and values, and they are evident in business decisions.

The workforce is unaware of the company's goals and objectives.

0 1 2 3 4 N/A

The workforce is actively working on implementing the company's goals and objectives.

There is no suggestion plan in place.

0 1 2 3 4 N/A

The workforce is encouraged to submit individual and team suggestions. The suggestion system has quick turnaround (<10 days).

TEAM INVOLVEMENT AVERAGE

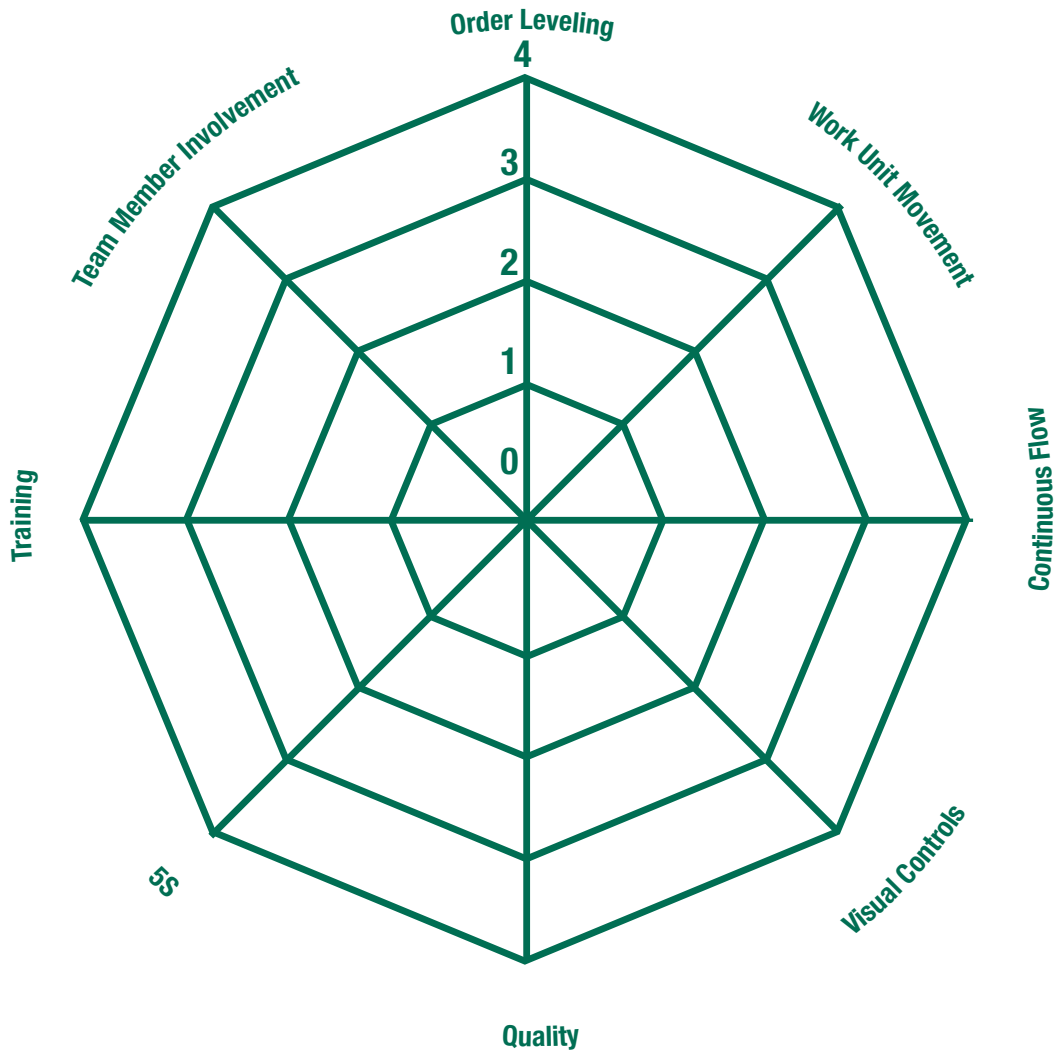
Notes:



Order Leveling	0	1	2	3	4	N/A
Work Unit Movement	0	1	2	3	4	N/A
Continuous Work Flow	0	1	2	3	4	N/A
Visual Controls	0	1	2	3	4	N/A
Quality	0	1	2	3	4	N/A
Work Place Organization – 5S	0	1	2	3	4	N/A
Training	0	1	2	3	4	N/A
Team Member Involvement	0	1	2	3	4	N/A

**Notes:**

## Lean Office Assessment Radar Chart



- 4 • 3.6 – 4.0 World-class status**
- 3 • 2.6 – 3.5 Results at all levels**
- 2 • 1.6 – 2.5 Change becoming visible**
- 1 • 0.6 – 1.5 Beginning lean**
- 0 • 0.0 – 0.5 No real commitment**

**Comments:**

Total: \_\_\_\_\_

Average: \_\_\_\_\_