Lean Logistics Execution

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 www.leanlab.info)*	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)*

_____/_____/_____