

LEAN POV

Lean Employee And iNdividual Point-Of-View Assessment

Instructions:

LEAN POV is an assessment of Lean sroduction systems and culture from the perception of employees and individuals within an organization. The ideal use of LEAN POV is to distribute the assessment tool to employees who have worked at least three (3) months at an organization that has implemented a Lean program for at least one (1) year. The assessment gauges an inside-out perception of the level of Lean production system and culture and can be redistributed periodically to monitor Lean implementation progress. Please use the following guidelines to rate you answers:

- 1 - Strongly disagree- this concept does not exist at my company
- 2- Disagree- this concept has been discussed at my company but I see little evidence of the concept in practice
- 3- Somewhat Disagree- this concept has been tried at my company but is no longer in use
4. Netural- I am neutral or unsure about this concept
- 5- Somewhat agree- parts of this concept exist at my company, but not all
- 6- Agree- this concept exists in some areas of my company, but not everywhere
- 7- Strongly agree- this concept fully exists throughout my company

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#	Survey Item	Example(s)	Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
Standardization and Stability									
S1	My company has a system for workplace organization.	5s, 6s, housekeeping, etc.							
S2	The best way to do my job is clearly defined and standardized.	standardized work, work instructions, job element sheets							
S3	A specific training method is used to introduce, progress, and cross-train employees on their jobs.	job instruction training; job element sheets; cross-training matrix; circle of skills, etc.							
S4	Normal operating conditions- such as production status, tool and material locations, and equipment status- are visually obvious in my work area.	visual production scoreboards, toolboards, andon lights, alarms, etc.							
S5	My company has a system to measure process downtime.	downtime, overall equipment effectiveness (OEE), uptime, reliability, operational availability							

Built-in-Quality									
Q1	Defect rates are measured at my process.	quality rate, first time yield, scrap, etc.							
Q2	My company has processes and procedures to identify defects as they happen at the process.	andon lights, alarms, error-proofing, poka yoke, QC checks, etc.							
Q3	My company seeks to fix problems at the root cause level.	5-why, cause-and-effect, root cause analysis, 8D, 4 diamonds, etc.							
Q4	When mistakes or defects happen, there is a system to provide feedback to the source of the problem.	Quality loops; quality alerts							
Q5	Employees at my company are trained to use the scientific method to solve problems.	Plan-do-check-act; PDCA or PDSA; DMAIC; Kaizen							
Q6	My company views problems as opportunities and we stop and learn from them.	Shift meetings; small group whiteboard meetings, huddles, etc.							
Q7	Error-proofing techniques are used at my company.	poka yoke; mistake-proofing; pick-to lights; sensors; jigs							

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Just-in-Time Flow									
J1	My company seeks to eliminate or reduce batching and work-in-process inventory (WIP)	One piece flow, changeover reduction; Single-Minute-Exchange-of-Dies (SMED), etc							
J2	Our facility layout allows for work to flow easily from process to process.	work cells; continuous flow							
J3	Work in my company is balanced to meet a specific daily goal.	Takt time; demand rate; throughput goals; pitch; pace; etc							
J4	Parts are delivered to the production line in the quantity that is needed, when it is needed.	Material handlers; milk runs; conveyance; lineside logistics							
J5	Work is scheduled visually based on the next process's needs	kanban, pull system, supermarket, production cards; etc.							
J6	My company aggressively seeks to reduce inventory	Just-in-time; kaizen; inventory turns; kanban							

Culture									
C1	I know the difference between value-added and non-value-added steps of my job.	waste, muda, non-value-added steps							
C2	Decisions at my company are based on facts and data	fact-based decision making; Plan-do-check-act (PDCA)							
C3	Management at my company treats me with respect and I feel I can safely express my opinion.								
C4	I am aware of my company's strategic vision and mission	strategic plan; vision and/or mission statement							
C5	My company seeks new ideas from all employees	suggestions; kaizen teams, etc.							
C6	My company seeks to make the best of all employees' knowledge, skills, and abilities	skills assessments; workforce development training; employee surveys, etc.							

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C7	Teamwork is practiced at my company; everyone is willing and expected to help out and hold each other accountable.	teams; circle of skills; cross-training;							
C8	My manager works with me to improve my process	Layered audits; waste walks; gemba walks; leader standard work, etc.							
C9	My company provides opportunities for my growth and development	training; promotions; mentoring; special projects; team member recognition program							

Production System Results									
R1	My company strives to provide the lowest possible cost to our customers								
R2	My company strives to give our customers the highest quality product as possible								
R3	My company strives to be responsive to our customer's desired delivery timeframe.								

Demographics:

How long have you worked for your current company? _____ years

Are you at least 18 years old? Yes _____ No _____

Job Responsibility: Front line _____ Team leader/supervisor _____ Management _____ Administration _____ Sales/Marketing _____
 Quality _____ Engineering _____ Finance/Accounting: _____ Other _____

Company Size (total employees at the site you work at): 0-10 _____ 11-100 _____ 101-300 _____ Over 300 _____