

| <b>LEAN PROCESS IMPROVEMENT ASSESSMENT</b>  |   |  |
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| <p><b>INSTRUCTIONS:</b> Read each item, then check a box on the 1-to-5 scale to show how often this occurs in your workplace:<br/>1 = never 2 = rarely 3 = sometimes 4 = often 5 = very often</p> |   | <i>If you checked "often" or "very often" then consider:</i>   |
| <b>1</b>  | In my work area, we spend too much time looking for the items we need to do our jobs: files, materials, equipment, and so on. If the physical work area was better organized, we'd be more productive and less frustrated.  | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>2</b>  | When we get inputs from customers or from other sources (from paper forms or online web forms, for example), we often find that the incoming information is incomplete or inaccurate. We have to circle back to people to get the information we need. If we received complete information from them the first time around, we'd be a lot more efficient.                               | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>3</b>  | We find ourselves wondering what our customers are thinking. <i>Are we meeting their needs and expectations? Are they happy with our work? Are there things we can do to increase their satisfaction?</i> If we had answers to these questions, we could serve our customers better.  | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>4</b>  | My co-workers and I don't really know whether our day-to-day work is having a positive impact. We can't tell for sure whether it's meeting customer expectations, helping the agency achieve larger goals, or contributing in some other way. If we had a set of meaningful measures that were easy to see and understand, we'd have a better sense of how our work makes a difference. | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>5</b>  | I work with good people, but it sometimes seems like one person doesn't know what the other person is doing, even though we all work in the same work process. If we had a better sense of what each person does and how we all fit together as one system, we'd be more productive and probably even happier.  | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>6</b>  | We've been getting complaints from our customers. We respond the best we can, but it's on a case-by-case basis. If we dug deeper to understand what's causing the complaints – and if we went on to fix those underlying causes – we would end the complaints and set the stage for some compliments.   | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>7</b>  | The work process that I work in moves too slowly. If we took the time to step back and fully analyze the process, we'd come up with major improvements to the workflow.   | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |
| <b>8</b>  | When my co-workers and I talk about our work and our overall work process, we talk mostly about negative things: delays, rework, overwork, red tape, confusion, and so on. If we as a group had the opportunity and guidance to dig deep and rework the process, we'd develop some big improvements.  | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |

**5S+**  
5S+ stands for sort, straighten, shine, standardize, sustain, and safety.

**Poka-Yoke**  
From the Japanese term for mistake-proofing, poka-yoke is all about putting measures in place to prevent errors from occurring as a process unfolds.

**Voice of the Customer**  
When it comes to improvement, understanding the customer's spoken and unspoken requirements is essential.

**Meaningful Metrics & Visual Management**  
By having a select few measures that show how well the process is doing, and by developing a dashboard or some other visual to make those measures readily visible and easy to comprehend, everyone can feel a greater sense of ownership.

**Process Mapping**  
A well-constructed process map makes the entire workflow visible.

**Process Improvement**  
Process improvement can be scaled to fit your situation and intended outcomes.

- A full **Kaizen Event** typically involves five straight days of work.
- A **Lean Routine** uses many of the same tools that are put to work in a full Kaizen event. But it uses them on smaller processes and sub-processes. This narrower scope focuses on clearly defined "pain points" that clearly call for improvement.
- You can use process improvement tools on an even **smaller scale**.