



SC21 Manufacturing Excellence

Issue 01

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Assessment Toolset

Diagnostic and Management Commitment

Prepared by:-

The SC21 Performance, Development and Quality (PDQ) Special Interest Group (SIG)

Acknowledgement

The scoring methodology used in the Management Commitment element of the SC21 Manufacturing Excellence Assessment is based on the EFQM RADAR® scoring matrix. ADS Group acknowledges the EFQM copyright and is grateful for the permission granted to reproduce the RADAR® scoring matrix within this document.

Participating companies should be provided with or obtain a copy of EFQM Excellence Model ISBN: 978-90-5236-670-8 to be used in conjunction with this document.

Manufacturing Excellence assessment

Information on deploying this assessment proforma can be found in the Manufacturing Excellence Process Overview document, available from the SC21 web page:- <http://www.adsgroup.org.uk/pages/10071963.asp>

Diagnostic - Scoring

Scoring the 20 box Manufacturing Excellence 'Diagnostic' assessment follows a consistent framework, reflecting the maturity of deployment of the various improvement Tools & Techniques.

The "Expectations" provide guidance to the Practitioner and Company involved for scoring between 0 and 4.

It is accepted that the terminology used within a Diagnostic may not align directly with the commodity or service being assessed.

In these instances the Practitioner will interpret the diagnostic to match the situation and then provide realistic and valued feedback of strengths and areas for improvements.

The output of the Diagnostic assessment is Strengths and Areas for Improvement (AFI).

Strengths can be used as standards or examples of best/good practice and cascaded to other work areas or parts of the business.

AFIs can be analysed for benefit to the business, action taken and incorporated in the CSIP.

Acronyms

AFI – Areas for Improvement	CSIP – Continuous Sustainable Improvement Plan
DLF – Direct Line Feed	DSA – Delivery Schedule Achievement
EFQM – European Foundation for Quality Management	EBQ – Economic Batch Quantity
EOQ – Economic Order Quantity	MRP – Manufacturing Resource Planning
NVA – Non Value Added	NVQ – National Vocational Qualification
OEE – Overall Equipment Effectiveness	RC & CA – Root Cause and Corrective Action
SMART – Specific, Measurable, Achievable, Realistic, Time bound	SMED – Single Minute Exchange of Die
SPC – Statistical Process Control	SUR – Set Up Reduction
TPM – Total Productive Maintenance	VSM – Value stream Map
WIP – Work in Progress	7QT – 7 Quality Tools

Diagnostic

Visual Control Delivery Schedule Achievement - In the work area, a clear visual display of planned versus actual delivery is evident - Reasons for variance and corrective action are recorded - Plan communicated and understood by team - Subject to continual review and updated by cell members	Visual Control Non-conformance - Scrap or non-conformance cost is displayed / understood by all in work area - Defect levels compare favourably with cell or departmental target and are reducing - Scrap / non-conformance analysis and corrective actions displayed and topical - Subject to review, historical records are analysed to generate improvements	Visual Control Improvement Activities - Topical activity board, displaying what improvement activities are actually taking place – links to CSIP - Daily / weekly meetings centred around the visual control board - Targets are shown for all improvements e.g. quality, delivery, cycle time	Visual Control Skills Matrix - All relevant skills for the work area are identified on the matrix, including 'soft skills' - Skills are aligned to current and planned capacity demand - Evidence exists that these competencies are actively used and updated - Training programme in place to support future requirements	5S Workplace Organisation Environment - Area is clean and in order, "show room" type environment 5S 'Sustain' is evident 5S standards or policy are displayed and agreed by all in cell - Pathways, storage areas, safety equipment, all work areas and hazards are clearly marked
5S Workplace Organisation Address and Place - Showroom 'Address and Place' - WIP, materials and consumables are clearly marked and held in identified locations, within suitable storage media - High frequency use tools held within working area (shadow boards); low frequency tools held off-line - Effective use of colour coding to identify different products, floor markings, storage areas	Set Up Reduction - Detailed analysis of set up elements and evidence of continual improvement (internal >> external) - Key processes have addressed SUR activity, operators are involved - SUR activity links to inventory and batch size reductions - Target and actual set-up time is displayed and analysed	Standardised Job - Standards defined - A formalised method / time study has documented procedures, tasks and times relating to Manpower, Machines, Equipment and Materials - All team/cell members understand and have contributed to the standards - Standard job 'benchmark' - insignificant deviation in actual versus standard time, any deviations are analysed	7 Quality Tools - All work area team members are trained in use of the 7 Quality Tools - Pocket Guides are used for reference and training/examples held on local network - Process, test and inspection data is collected and stored for easy access and interrogation - Evidence that many of the 7 Quality Tools are used by cell members	Statistical Process Control - All processes have been assessed for SPC applicability - Operators are trained in collection and analysis of SPC data, thorough understanding of SPC principles - Cpk's of 1.66 being achieved - Operators taking action on out of control conditions
Overall Equipment Effectiveness - All key equipment have OEE measures displayed showing current status - The measure is higher than industry average of 60% and approaching best in class of 85% - All Team members understand OEE principles and action on any deviation in performance - OEE data collection is automated	Productivity Improvement - All work area members have been trained in the tools and techniques to identify and eliminate Waste - Waste removal and defect reduction activities are active and displayed, SMART actions noted - Non-value added manual processes have been automated - Target / actual Productivity displayed	7 Wastes Processing - Value stream mapping is used routinely to identify opportunities for improvement in manufacturing time - Process efficiency (value added time + total lead time) is improving, targets are set - Process operations are optimised, documented and reviewed - Equipment design is appropriate and effective	7 Wastes Movement - Operators are working effectively - no unnecessary bending, stretching, walking, lifting or reaching - Mechanism in place for providing operators with next job, jigs and fixtures, materials, specifications, instructions - Workplace ergonomics considered best practice	7 Wastes Transportation - Minimum distances required to transport product, tooling, materials - Facilities arranged to achieve uni-directional product flow - Close coupling of operations - work benches, plant and equipment - Transportation media is designed to fully protect the product from damage
7 Wastes Defects - Appropriate prevention based detection mechanisms employed in key processes, e.g. in-process checks to capture errors at source, mistake proofing techniques - Operator self inspection employed for all jobs / processes - Defect root cause and corrective action analysis used to verify and update in-process checks and self inspection	7 Wastes Waiting Time - Operators are working effectively and adding value - Product moves to the next operation with minimum of delay - No plant or equipment bottlenecks - Mechanism in place for scheduling next job to line-side - Any waiting time is measured and analysed	7 Wastes Inventory - Products are manufactured in pre-defined batch sizes - Only planned material and WIP in cell and planned finished goods held as stock - Agreed batch sizes delivered by Suppliers - aligned to cell usage - Inventory management process optimised to maintain gain - Kanban agreements in place	7 Wastes Overproduction - Product quantities are manufactured in accordance with Customer schedule and build rate - Minimum / planned inventory in finished parts store - Customer / Company / Supplier interface, synchronised as 'Just in Time' - Internal supply synchronised and driven by MRP	Kanban - Supply and demand synchronised via use of appropriate Kanban techniques - Kanban applied to all areas within the supply chain (internal and external) - Customer & Supplier agreements in place - Extensive use of Kanban techniques on non-product inventories - All in cell trained in Kanban techniques

Min score is 0, Max score is 4

[illegible]

[illegible]

[illegible]

How the work area deploys a structured approach to workplace organisation and cleanliness.

4. Benchmark	Area is clean and in order, "show room" type environment 5S standards or policy are displayed and agreed by all in work area. 5S assessments are conducted regularly, results and actions are displayed Pathways, storage areas, all work areas and hazards such as high voltage or moving equipment are clearly marked Fire extinguishers and safety equipment clearly marked	5S 'Sustain' is evident All in work area trained in 5S Calibration and TPM deployed
3. Contender	Good general environment 5S standards or policy are displayed 5S assessments are conducted, results and actions are displayed Most pathways, storage areas, work areas, hazards, fire extinguisher and safety equipment are marked	Scope to improve 5S 'Standardise' 5S training conducted 5S areas of responsibility displayed
2. Performer	Average general environment 5S programme has started, some training done	Some marking and labelling 5S standard being prepared
1. Developer	Plan to implement 5S programme being developed	Some examples of 5S practice
0. Learner	Very untidy - room for improvement	

[illegible]

[illegible]

[illegible]

[illegible]

How the work area utilises 7 Quality Tools, for problem identification / analysis & improvement.

4. Benchmark

3. Contender

2. Performer

1. Developer

0. Learner

Look For :	
7 Quality Tools :-	
SPC Applications, Pareto Analysis, Cause & Effect Analysis, Process Mapping,	Check sheets, Histograms, Run / Correlation Diagrams
Evidence of team meetings	Pocket Guides, training material and proformas available
Communications of findings	Improvement plans
Local Champion	Use of Brainstorming Techniques

[illegible]

[illegible]

[illegible]

How the work area reduces / eliminates non-value added transportation activities of Product.

4. Benchmark

- Minimum distances required to transport product, tooling, materials, etc.
- Facilities arranged to achieve uni-directional product flow
- Close coupling of operations – work/test benches, plant and equipment
- Transportation media (trolleys, boxes, packaging) is designed to fully protect the product from damage
- Minimum inter-operation storage

Some transportation waste observed	
Scope for further improvement of layout to improve product flow or close coupling of operations	
Transportation media (trolleys, boxes, packaging) is designed to protect the product from damage	
Some inter-operation storage	Opportunities captured and addressed in an improvement plan

Transportation waste observed, some disruption to product flow due to work area layout
A plan is in place to reduce transportation of product (progress might not be recorded)
Some scope for improvement in transportation media

Transportation wastes understood and identified	
Plans being developed to reduce transportation needs (e.g. a cellular layout)	

Excessive movement and handling required
No evidence of a planned product flow (separate buildings or isolated operation areas)
Transportation media for product is inappropriate and offers little protection from damage

Product flow (Walk the Process)	Workplace ergonomics, 5S
Distances between operations	Close coupled benches, plant and equipment
Transportation media is designed for the product, WIP or material	Double handling of material or WIP
Improvement plans	Inter-operation storage
Use of spaghetti diagrams	

Workplace ergonomics, 5S

Close coupled benches, plant and equipment

Double handling of material or WIP

Inter-operation storage

[illegible]

[illegible]

[illegible]

Management Commitment

Management Commitment is focused on understanding the managerial processes which 'enable' a Lean approach within an organisation and what 'results' are being achieved as a consequence.

Managers may be 'committed' to a Lean philosophy but this assessment tests the integrity of that commitment and its maturity by addressing:-

- the structure and soundness of the approach
- how well it is integrated in the business over time
- it's deployment across all areas
- how the approach and deployment are reviewed for effectiveness
- what results are being achieved to demonstrate that effectiveness

This ensures that Lean implementation is embedded and forms part of the organisation's Continuous Sustainable Improvement Plan (CSIP).

There are 2 methods to conducting a Management Commitment assessment based on the size of the organisation and/or their familiarity with Lean techniques. Also defined is the method to be used for SC21 Recognition.

Method 1

The assessment 'toolset' for Management Commitment is based on the RADAR concept associated with the EFQM Business Excellence Model. See pages 25-31.

The RADAR system is EFQM copyright. A copy of the EFQM Excellence Model **ISBN: 978-90-5236-670-8** should be given to or bought by participating companies.

Method 2

This method uses a questionnaire approach and supporting workshop which is facilitated by the Manufacturing Excellence Lead Practitioner.

The Questionnaire comprises 23 questions which address the elements of the RADAR concept – 6 questions on Approach, 6 on Deployment, 5 on Assessment and Review and 6 on Results. See Pages 32-34.

Note: In Methods 1 & 2, **Results** are those achieved from implementation of a Lean philosophy and not those of the overall business.

Guidance for Management Commitment assessment

- An SME (Small to Medium sized Enterprise) or an organisation that has recently started with 'lean' implementation should use the Questionnaire based approach Method 2. This is acceptable for recognition at **Bronze SC21 award**.
- A larger organisation or one which has implemented a 'lean' approach and would benefit from a detailed evaluation would be encouraged to deploy a Management Commitment assessment using Method 1.
- All organisations to be recognised for **Silver SC21 award** **must** deploy a Management Commitment assessment using Method 1.
- All organisations to be recognised for **Gold SC21 award** **must** deploy a Management Commitment assessment using Method 1.
- Gold and Silver SC21 award winners will be role models for Excellence, accordingly an in depth assessment against the RADAR® concept associated with the EFQM Business Excellence Model is required to validate this level of recognition.

Method 1 - RADAR® Approach

Manufacturing Excellence			
Management Commitment			
How the organisation implements a Lean philosophy			
Enablers - Approach :	Response :		
Sound How does the organisation ensure it has a soundly based approach to implementing Lean? Consider: • Best Practice Lean approaches tailored to the organisation as necessary. • Links to company strategy / business plan • Approach has clear rationale • Recognised methodologies • Developed procedures • Approach focuses on stakeholder needs • Cross functional management commitment • Training programmes • Includes design improvement methodologies • Evidence of senior sponsor • Allocated budget Integrated To what extent is Lean Operations an integral part of the business? Consider: • Is the approach routinely applied (a normal and fundamental part of the business operation) • Approach supports policy & strategy • Approach is linked to other approaches as appropriate (cross – functional links) • Involvement of supply chain & customer • Link to business plan • Strategy aligned to company processes • Strategy aligned to company systems • Local ownership • Prevention based			
	S – Strength AFI – Area for Improvement C – Comment	Overall Score for Approach	/ 100

Method 1 - RADAR® Approach

Manufacturing Excellence			
Management Commitment			
How the organisation implements a Lean philosophy			
Enablers - Deployment:	Response :		
Implemented To what extent has the organisation implemented its approach to Lean? Consider: • Has it been implemented rigorously and to its full potential to the areas which it is appropriate • Has it been implemented equally to all levels of employees as appropriate • To all product and service areas as appropriate • Involvement of customers & suppliers • Appropriate people involvement at all levels of the organisation. Structured Has the execution been structured to enable flexibility and organisational agility? Consider: • Project planning mechanisms (should be a planned series of events rather than a series of ad-hoc actions) • A recognised 'system' for deployment e.g. 5 steps to lean • Steering group or project implementation team • SMART objectives for senior management team • Criteria for prioritised deployment (inc. selection of pilot areas) • Process for resolving interface issues • Communication strategy • Extensive personnel coverage (training / involvement)			
	S – Strength AFI – Area for Improvement C – Comment	Overall Score for Deployment	/ 100

Method 1 - RADAR® Approach

Manufacturing Excellence			
Management Commitment			
How the organisation implements a Lean philosophy			
Enablers - Assessment & Review:	Response :		
Measurement How does the organisation measure the effectiveness the approach and deployment of Lean? Consider: - Measures used (operational, financial and stake holder perceptions) - Regular measurement / review process with the intention of enhancing the approach and deployment - Appropriate personnel involved Learning and Creativity How is learning relating to Lean used to identify best practice and improvement opportunities? How is creativity used to generate new or changed approaches? Consider: - Best Practice visits - Benchmarking - Educational programmes e.g. NVQ's in Improvement Techniques - Kaizen workshops - Good practice guides / databases - Lean Seminars - Lean Master class - Customer / supplier inputs - Individual and group learning activities Improvement and Innovation How is the output from measurement and learning and creativity activities analysed and used to identify, prioritise, plan & implement improvements? Consider: - Prioritisation & analysis process e.g. cost versus benefit, high impact/low impact, etc. - Process for maintaining improvements - Subsequent improvements to the approach and deployment e.g. - clearer vision and strategy - better stakeholder engagement - improved communications - further operational & financial improvements - improved stakeholder perceptions - refined improvement plans - Lean applied to 'new' areas such as office environments, finance department, etc..			
	S – Strength AFI – Area for Improvement C – Comment	Overall Score for Ass. & Review	Overall Score for Enablers
		/ 100	/ 100

RADAR for Enablers

Approaches	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs and are process based.					
Integrated	The approaches support strategy and are linked to other relevant approaches.					
Deployment	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.					
Structured	The execution is structured and enables flexibility and organisational agility.					
Assessment & Refinement	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.					
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.					
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations.					
Scale	Total	0%	25%	50%	75%	100%
Overall Score	Overall Enablers Score					

RADAR for Results

Relevance & Usability	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Scope & Relevance	A coherent set of results, including key results, are identified that demonstrate the performance of the organisation in terms of its strategy, objectives and the needs and expectations of the relevant stakeholders.					
Integrity	Results are timely, reliable and accurate.					
Segmentation	Results are appropriately segmented to provide meaningful insights.					
Performance	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Trends	Positive trends or sustained good performance over at least 3 years.					
Targets	Relevant targets are set and consistently achieved for the key results, in line with the strategic goals.					
Comparisons	Relevant external comparisons are made and are favourable for the key results, in line with the strategic goals.					
Confidence	There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships.					
Scale	Total	0%	25%	50%	75%	100%
Overall Score	Overall Enablers Score					

Method 1 - RADAR® Approach

Manufacturing Excellence				
Management Commitment				
What the organisation is achieving through a Lean philosophy				
Results - Relevance and Usability		Response :		
Scope and Relevance The scope of results presented is appropriate to monitor the effectiveness of Lean operations. Consider: - Results address relevant areas - Manufacturing - Non-manufacturing - Supply chain - Customers Integrity Results are timely, reliable and accurate.				
		Segmentation Results are appropriately segmented. Consider: - Business groups - Products - Customers		
S – Strength AFI – Area for Improvement C – Comment	Overall Score for Relevance and Usability / 100			

Method 1 - RADAR® Approach

Manufacturing Excellence			
Management Commitment			
What the organisation is achieving through a Lean philosophy			
Results - Performance		Response :	
Trends Trends are positive and/or there is sustained good performance. Consider: - Financial, operational and stakeholder perception measures: - Inventory reductions - Stock turns - Cost reduction - Lead-time reduction - Productivity measures - Delivery performance - Quality performance - Increased floor space - Process capability improvements - Reduced Set up Times - Adherence to standard times - Employee involvement / satisfaction - Customer and supplier benefits Targets What progress has been made against targets? Consider: - All trends should have a target - Appropriate internal targets versus achievements - Rationale for targets (appropriateness) - Stretched targets - Link to business plan - Management reviews conducted against targets. Comparisons What comparisons are made with external organisations? Consider: - Comparisons with industry performance - Comparisons with acknowledged best in class - Comparisons of other sites (if applicable) Confidence There is confidence that performance levels will be sustained into the future, based on established cause & effect relationships. Consider: - Clear links to the Enablers. - Enabling effect is visible for % of results. - Evidence that performance will be sustained.			
	S – Strength AFI – Area for Improvement C – Comment	Overall Score for Performance / 100	Overall Score For Results / 100
	Overall Score for Management Commitment		/ 200
	Enablers + Results		

METHOD 2 – Questionnaire Approach

This spreadsheet is given to the company involved so they can prepare for the Management Commitment workshop.

	Question	Comments/Notes
APPROACH	1 What does 'Lean' mean to your Company?	
	2 How does 'Lean' link to your company business plan?	
	3 Why are you implementing 'Lean'?	
	4 What is your approach/methodology to 'Lean'?	
	5 How are the senior management team involved?	
	6 How do you embed 'Lean' in the company culture?	
DEPLOYMENT	7 How have you deployed your Lean methodologies in your business?	
	8 What processes and procedures have been defined for deployment?	
	9 How do you involve, train and communicate to staff?	
	10 How have you prioritised implementation?	
	11 What has been the scope of implementation?	
	12 How have you involved your customers and suppliers?	
ASSESSMENT & REFINEMENT	13 How do you assess and review your progress so far?	
	14 What measures do you use to review how effective your approach and deployment has been?	
	15 How do you continually learn about 'Lean' and adopt best practice?	
	16 What changes to your approach/deployment have been made as a result of reviewing progress to date and capturing best practice?	
	17 How do you maintain these improvements to your approach and deployment?	
RESULTS	18 What improvements have you made as a result of 'Lean'?	
	19 Do you have any trends of improvement, what do they look like?	
	20 What were the targets, are they appropriate and have you achieved them?	
	21 How do your 'Lean' improvements compare with Industry benchmarks?	
	22 Give examples where improved results (trends, targets and comparisons) have been caused by your approach and deployment of Lean?	
	23 What is the scope of your results e.g. internally, with customers and with suppliers?	

METHOD 2 – Questionnaire Approach

The spreadsheet below is used by the Practitioner as a checklist to prompt discussion and to position the organisation against each question. It contains some 'look fors' as examples of approach or deployment. Note: The Practitioner may decide to give this copy to the organisation as supplementary information for the workshop. The scoring, however, must be agreed with the Practitioner.

	Question	Look for	E	D	C	B	A
APPROACH	1 What does 'Lean' mean to your Company?	Recognition of best practice approaches tailored to the Company's size, products and processes.					
	2 How does 'Lean' link to your company business plan?	Endorsement of 'Lean' in vision, mission or core values of the company					
	3 Why are you implementing 'Lean'?	To improve operational performance and customer satisfaction. To create a standard for all employees to follow.					
	4 What is your approach/methodology to 'Lean'?	Lean implementation plan with names and dates. 5 steps to lean. Tasks or objectives in PDR or Appraisal.					
	5 How are the senior management team involved?	MD or Operations Director, steering group must involve other functions (QA, Procurement, ???)					
	6 How do you embed 'Lean' in the company culture?	Need to demonstrate that lean is part of the culture - 5S is in place and owned by all team members, 7 Wastes being addressed.					
DEPLOYMENT	7 How have you deployed your Lean methodologies in your business?	Elements of the implementation plan being carried out					
	8 What processes and procedures have been defined for deployment?	A toolset of tools and techniques held under the BMS. 5S checklists, value stream maps,					
	9 How do you involve, train and communicate to staff?	Training Plan - Resources as time in training, use of Consultants, external training courses, materials used.					
	10 How have you prioritised implementation?	Pilot cell and then cascaded to other cells					
	11 What has been the scope of implementation?	Percentage across all Products, Cells or Manufacturing Processes.					
	12 How have you involved your customers and suppliers?	Joint training courses, SC21 assessments by Customers or Training Providers.					
ASSESSMENT & REFINEMENT	13 How do you assess and review your progress so far?	Agenda item in management reviews, updates to Implementation Plan					
	14 What measures do you use to review how effective your approach and deployment has been?	Delivery & Quality by Customer, Product and overall. Inventory reductions, lead time reduction, warranty costs, Cycle time +					
	15 How do you continually learn about 'Lean' and adopt best practice?	Kaizen events, benchmarking, team meetings, contact with customers and suppliers.					
	16 What changes to your approach/deployment have been made as a result of reviewing progress to date and capturing best practice?	If none - OK but is plan on track and regularly reviewed and updated?					
	17 How do you maintain these improvements to your approach and deployment?	A lessons learned database, an improvement portfolio. Publicise successes throughout the Company - briefings, newsletters, posters.					
RESULTS	18 What improvements have you made as a result of 'Lean'?	Cost benefit analysis, impact assessment...					
	19 Do you have any trends of improvement, what do they look like?	Over 3 years - improved or sustained performance.					
	20 What were the targets, are they appropriate and have you achieved them?	Each trend should have a target. Are targets appropriate? Achieved? Reviewed?					
	21 How do your 'Lean' improvements compare with industry benchmarks?	Benchmarking					
	22 Give examples where improved results (trends, targets and comparisons) have been caused by your approach and deployment of Lean?	Cause in Results scoring. Positive results from what has been put in place from the Plan.					
	23 What is the scope of your results e.g. internally, with customers and with suppliers?	Range of results should be available					
		Number of ticks	0	0	0	0	0
		Weighting	0	10	25	50	75
		Scores	0	0	0	0	0
		Total	0				
		% achievement = Total/2300	0				
		Management Commitment Score (% achievement x 650)	0				

METHOD 2 – Questionnaire Approach

The scoring methodology is as below.

	Score	Achievement	Attributes
A	75	Approaches fully deployed and embedded	An outstanding approach that can be considered to be best practice Is clearly demonstrated as part of the improvement culture Has been in place across the organisation for greater than 3 years Regular proactive reviews of the approach and its deployment
B	50	Approaches deployed in most areas	Evidence that this approach is well addressed Has been in place for a minimum of 2 years Perhaps not deployed in all areas to the same extent Periodic reviews and actions taken for further enhancement
C	25	Approaches partially deployed	Evidence that this approach is addressed Lean improvement activity in place for a minimum of 12 months Random reviews with specific actions for improvement
D	10	Ad hoc Approaches	An approach is being prepared Some evidence of improvement activity
E	0	No Approach	No real activity but some good ideas which can be developed and progressed

RESULTS			
	Score	Achievement	Attributes
A	75	Results compare favourably against best-in-class organisations	Results presented and relevant for all key areas for greater than 3 years Performance of results clearly demonstrate the benefits of lean implementation. Targets achieved for all key results Results compare favourably with best-in-class organisations
B	50	Results performing well against targets	Key results are identified and measured for a minimum of 2 years Positive trends or sustained performance on most key results Achievement of targets and favourable comparisons for most key results
C	25	Data collected for most of the relevant areas	Key results are identified and measured for a minimum of 12 months Positive trends on some key results Targets achieved and comparisons for some key results
D	10	Data collected for some areas	Some results are identified and measured Trends, targets and comparisons are being established
E	0	No data collected	No real activity but some good ideas which can be developed and progressed

A = Benchmark; B = Contender; C = Performer; D = Developer; E = Learner

An embedded excel file of the above 3 spreadsheets and a worked example is given below - double click to open.



**Management
Commitment Det Ex**