HOW WELL ARE YOUR IMPROVEMENT AND GROWTH INITIATIVES DOING?

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PRODUCTIVITY© Enterprise in motion™

Operations Process Improvement and Growth Scan*

Complete the progress assessment by ranking your progress from level 1 to
level 5 in each of the categories. The assessment defines the level 1 and level 5 baselines.

STRATEGIC/SOCIAL

Category	Level 1 (lowest)	Ranking	Level 5 (highest)
Education/Skills Development	No formal program	1 2 3 4 5	Active strategic initiative
Strategic Deployment/Renewal	No clear system	1 2 3 4 5	Deployed/quantified/action plans reviewed annually
Employee Engagement/Empowerment	Not practiced	1 2 3 4 5	Collaborative/enabling/ empowered environment
Standard Work Practices	Little adherence	1 2 3 4 5	Ideal standards/stellar adherence
Performance Management	Not well defined	1 2 3 4 5	Well defined system/equitable
Team/Small Group Activities/Structures	No formal approach	1 2 3 4 5	Company-wide 'network of teams'
Continuous Improvement Process	Ad hoc	1 2 3 4 5	Formalized/good participation
Organizational Structure	Ridge Functional Silos	1 2 3 4 5	Defined, with cross-functional accountability
Process Enabling Innovation	Not understood	1 2 3 4 5	Openly supported & demonstrated
Value Stream Management Practices	No formal approach	1 2 3 4 5	Well-defined principles and practices
Daily Management System	No clear system	1 2 3 4 5	Practiced with accountability
Leadership Development Programs	No formal process	1 2 3 4 5	Defined/practiced at all levels

Strategic/Social _____ 60 Maximum Points

PROCESS/TECHNICAL

Category	Level 1 (lowest)	Ranking	Level 5 (highest)
Flow Management/Pull Production	Traditional push	1 2 3 4 5	Linked processes with voice of the customer
Key Performance Indicators	No policy/no data	1 2 3 4 5	Defined, meaningful/useful/current/timely
Problem-Solving	No standard procedure	1 2 3 4 5	Teams well-versed in scientific methods and use appropriate tools
Non-Value Add Waste Reduction	No formal focus	1 2 3 4 5	Targets in place/consistent measurable improvement
EH&S Compliance	Work in progress	1 2 3 4 5	Compliant with improvement action plans in place
Equipment Maintenance/ Process Reliability	Reactive; little PM	1 2 3 4 5	PM, PdM, TPM practices in place/OEE 85%
5S/Visual Management	Little evidence	1 2 3 4 5	A clean, uncluttered, safe visual workplace
Operations CI Program	Not proactive	1 2 3 4 5	Formalized with set targets and complete employee involvement
Carbon Off-Set Program	Work in progress	1 2 3 4 5	Standard practices, targets/measures
Information Flows	Inconsistent/not timely	1 2 3 4 5	What's needed, when needed/on time and consistent
Administrative CI Program	Not proactive	1 2 3 4 5	Formalized with set targets and complete employee involvement
On Time Delivery Performance	Not consistent	1 2 3 4 5	100% consistent
Major Supplier Delivery Performance	Inconsistent	1 2 3 4 5	Consistent as promised/planned
R&D Capabilities	No formal process	1 2 3 4 5	Capable of anticipating customer latent need/concurrent process in place
Emerging Technology	Work in progress	1 2 3 4 5	Active strategic initiative

Process/Technical _____ 75 Maximum Points

Total _____ 135 Maximum Points

* Not all-inclusive

The intent of this assessment is to highlight the deviation in perception that exists within most organizations. The assessment also provides a macro look at available improvement opportunities. As with all assessment tools, organizational response will vary significantly. Each of the listed/rated entities must be weighed in-line with the organization's overall strategic intent.

Absent a score of 135, opportunity for improvement exists. If your score is: 135-110, you are doing well; 109-84, you are on the right path, but there's room for improvement; 83 or less, significant improvement opportunities exist.