

Area Scan

Area:
Location:
Date:
Conducted by:

Products:
“Typical” Product:

General Description of Process

Activity	Processing Time	Distance	Inventory	Comments

Total Throughput Time (average):

Major Problems:	Customers:	
	Suppliers:	

Area management:

Number of People:	Current Schedule Status:	
Shifts:		

Area Scan Checklist	-	0	+	Comments
1. Spirit of Improvement				
A. Enthusiasm/commitment of management? • Reasons for interest in rapid improvement	L		H	<i>Avoid areas where local management is being forced to participate.</i>
B. How will management participate? • Level of active involvement planned	L		H	<i>Need proper balance of participation -- not delegation, not domination.</i>
C. Expectations for Improvement? • Low or high aspirations	L		H	<i>Affects level of objectives suitable for 1 week. More time to build aggressive vision.</i>
D. Visual display of improvement activity? • Evidence of goals and progress • Improvement teams active	L		H	
2. Process/Product Orientation				
A. Does area include a product? • Different processes included?	N		Y	<i>Try to cross some functional boundaries for greater potential</i>
B. Is the area layout by function?	Y		N	<i>Major improvement may be possible, if moves are possible during workshop.</i>
C. Extent product flow is possible • Estimate opportunity for improvement	L		H	<i>Consider possibility of 1-piece flow</i>
D. Processing time/throughput time ratio (VA%)	H		L	
E. Inventory levels	H		L	<i>Try to identify "days" of inventory. Possibly fastest return on workshop.</i>
3. Equipment				
A. Actual processing mostly one-unit • Batch not necessary for process	N		Y	<i>Major opportunities if batches not necessary for process.</i>
B. Easy to move • Size, foundations, utilities, complexity	N		Y	<i>May limit visual impact and opportunity to improve flow</i>
C. Any unique machines that may be a bottleneck?	Y		N	<i>Adds complexity to flow.</i>
D. Any areas shared with other operations?	Y		N	<i>Limits system design unless included.</i>
4. Organization				
A. Much sorting needed?	Y		N	<i>Consider prior to workshop</i>
B. Workplace organization level	L		H	<i>Opportunity for improvement</i>
C. Safety hazards, mess?	Y		N	<i>Opportunity for improvement</i>

Area Scan Checklist, continued	-	0	+	Comments
5. Visual Control				
A. Is schedule status apparent?	N		Y	
B. Are work methods visual?	N		Y	
C. Are location for tools and work apparent?	N		Y	
D. Are measures visually displayed?	N		Y	
6. Demand -- Work Statement				
A. Demand is level from day to day?	N		Y	
B. Processing sequence is repetitive?	N		Y	<i>If not obviously repetitive, need more analysis in planning.</i>
C. Future demand is stable?	N		Y	
7. Culture				
A. Past improvement experiences positive? • Management view / employee view	N		Y	<i>History needed -- prepare how to answer skeptics.</i>
B. Morale level • Reasons	L		H	
C. Teamwork • Current level of cooperation within/between levels	L		H	<i>What problems getting people to work together in a workshop?</i>
D. Previous education in process improvement and cycle time reduction?	L		H	
E. Flexibility of workforce?	L		H	
F. Union relationship is positive? • Problems / Anticipated issues	N		Y	
G. Extent to which previous improvements involved employees.	L		H	
H. Sense of urgency for improvement?	L		H	