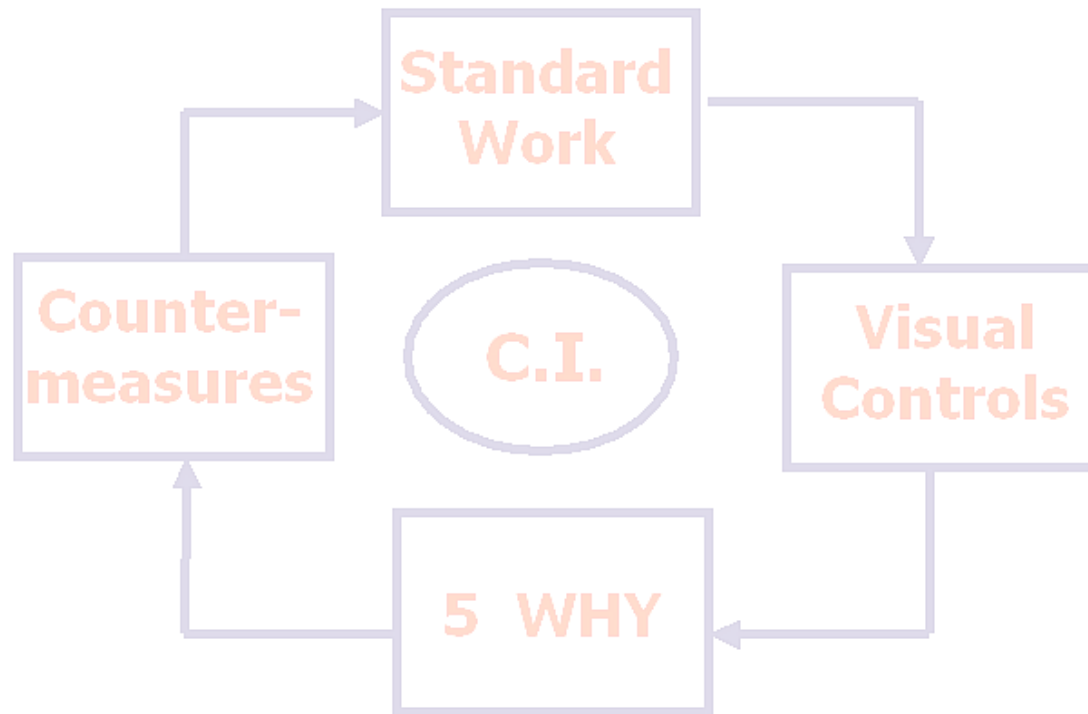




Company **Business Excellence Self-Assessment**

Assessment Review Date:

Danbury ISR



Completing this Self-Assessment

1. Review each section as a separate assessment of your current state regarding that topic.
2. Note that each section is broken into sub-categories progressing according to an organization's excellence in that topic.
3. Answer each question for a section with a "yes" or "no".
4. For each "yes" response, note how that answer was derived (use objective evidence if available).
5. Identify which sub-category within a section is the last to have 100% "yes" answers.
6. Mark that sub-category in the Matrix.
7. Continue for each section until the Matrix is completed.
8. Goodrich will visit your facility to jointly review your self-assessment as part of our Supplier Development Process.

BUSINESS EXCELLENCE ASSESSMENT MATRIX

Strategy Deployment	Organization Deployment	5S's	Visual Management / Control	Layout / Flow & Linkage	Standard Work	Training	Supply Chain	Facilities and EH&S	Risk Management
Initial Effort	Structured To Sustain Improvement	Organized Work Areas	Visual Communication	Large Lot / Batch Production	Operator Choice	Training Plan	Tactical Supply Chain	Facilities Management Planning	Risk Management Plan
Awareness of Need For Change and Improvement	Employee Involvement	Evidence of 1S "Sort"	Some Labeling and Signage in the Work Area	Small Lot Production	Some Standardization	Trainers Assigned with Training Schedule	Supplier management	Facilities Maintenance	Formal contingency planning for Major Risks
Organization Understanding	MBWA (Management By Walking Around)	Evidence of 2S "Straighten"	Leadership Knowledgeable	In-Line Layout with Small Lot Flow	Standard Operations	Basic Training Complete	Supplier Audits and Corrective Action Plans	EH & S Planning	Contingency Plans for critical production operations
Commitment	Lean Thinking	Evidence of 3S "Shine"	Everyone Knowledgeable	Pull Processes in Place	Standard Work Implemented	Lean or Continuous Improvement Training	Supply Chain Strategy	Capacity Utilization	Risk Management Process
Habit	Lean Organization	Evidence of 4S and 5S "Standardize" and "Sustain"	Immediate Action For Root Cause Resolution	One Piece Flow	Full Flexibility	Advanced Training Complete	Supply Chain is part of Senior Leadership Team	Supporting Strategic Planning	Risk Assessment is part of new project planning

Purpose of the matrix:

To assist in assessing an organizations ability to improve and become a more effective contributor to business objectives

Ground Rules:

Each box must have some physical/objective evidence of accomplishment

Objective Evidence Worksheet

Strategy Deployment	Objective Evidence Examples	Answer / Objective Evidence Used
Initial Effort	- Do you have periodic employee communication meetings by Department or Function? - Do you have regularly scheduled employee communication meetings for the entire company?	
Awareness of Need For Change and Improvement	- Does your Company have formal long-term goals and objectives? - Does your Company periodically set short-term goals and objectives? - Are there cost savings or continuous improvement objectives included in the goals?	
Organization Understanding	- Do employees contribute to the development of individual and company objectives? - Are employees able to easily locate the company goals & objectives for reference to their involvement and activities?	
Commitment	- Are your objectives directed towards achievement of industry best practices? - Are your objectives supported by the annual allocation of resources such as budget, headcount and training?	
Habit	- Does your company regularly implement plans to achieve objectives? - Is there a high level of employee involvement in the plans?	

Objective Evidence Worksheet

Organization Deployment	Objective Evidence Examples	Answer / Objective Evidence Used
Structured to Sustain Improvement	• Does Senior Management understand Continuous Improvement? • Does your company have the right Leadership and change agents in place to maintain progress in Continuous Improvement?	
Employee Involvement	• Do employees show willingness to support change? • When problems are exposed are they used for positive results?	
MBWA (Management By Walking Around)	• Do Supervisors in work areas address problems to eliminate non-productive steps and waste? • Is Senior Management aware of issues in each work area?	
Lean Thinking	• Do employees and Senior management approach issues in a “lean” waste elimination way? • Do they understand what is meant by “lean language” and are issues and problems talked about in “lean language” • Is reducing Waste a normal behavior?	
Lean Organization	• Is the Company able to increase tasks while also reducing the use of resources? • Is the organization structure flexible enough to support ongoing changes as they occur?	

Objective Evidence Worksheet

5S	Objective Evidence Examples	Answer / Objective Evidence Used
Organized Work Areas	• Are employees able to tell what goes where (and when)? • Is there a system or process control to improve the organization of work areas? • Has clutter been reduced and are work areas safe? • Do employees generally know how to keep their own work areas generally clean and neat?	
Evidence of 1S “Sort”	• Do employees generally know how to keep their own work areas generally clean and neat? • Do employees clearly distinguish between what is needed and kept, and what is unneeded and thrown out? • Is sorting a routine activity that has been implemented. • Is there basic 5S understanding by employees?	
Evidence of 2S “Straighten”	• Are items in the workplace located according to how frequently they are used? • Is everything necessary to do the work available in the area? • Are there carts or shadow boards to accommodate hand tools and supplies? • Do the work areas visually show what specific items belong in each location and how many should be there?	
Evidence of 3S “Shine”	• Is there a definition of what will be cleaned in each area and what supplies and equipment will be used? • Do you conduct routine cleaning of all work areas - floors swept, machines and furniture clean, all areas neat? • Do you use cleaning as a form of inspection?	
Evidence of 4S and 5S “Standardize” and “Sustain”	• Is “3S” routine and not a special event? • Are there standardized 5S Charts & a 5S Schedule and posted to ensure periodic evaluation? • Are results of evaluations used to drive Continuous Improvement?	

Objective Evidence Worksheet

Visual Management and Control	Objective Evidence Examples	Answer / Objective Evidence Used
Visual Communication	• Are there general communication boards displaying company information? • Is Information on business results maintained and posted?	
Some Labeling and Signage in the Work Area	• Are communication boards up-to-date? • Are work areas and equipment properly labeled? • Are there warning and safety signs posted in all the appropriate work areas?	
Leadership Knowledgeable	• Are the Leaders using the Visual Control boards to clearly identify real-time process variation? • Are process improvement ideas and production information easily interpreted through visible display boards? • Does Leadership regularly review the visual display boards?	
Everyone Knowledgeable	• Are the operators using the Visual Control boards to clearly identify real-time process variation? • Are Visual Boards used by the operators to help manage their specific Work Areas? • Can the operators tell if they are ahead or behind schedule?	
Immediate Action For Root Cause Resolution	• Do Visual Controls facilitate immediate action to resolve abnormalities? • Are quality issues identified and acted upon in a timely manner? • Can Visitors easily understand performance metrics and abnormalities?	

Objective Evidence Worksheet

Layout / Flow / Linkage	Objective Evidence Examples	Answer / Objective Evidence Used
Production Planning	• Does your company have a formal production planning process? • Is your company capable of producing in both small and large lots? • Do you track average change over / set-up time? • Is your facility set up according to process flow and not by function (by function means all similar machines located together) •	
Matching customer demand	• Can your facility accommodate small-lot activity? • Is your in-process inventory limited to the size of your customer orders? • Are your processes designed to produce to customer demand?	
Layout and Small-Lot Flow	• Do you have work areas designed in a cellular layout? • Do you have a process for set-up time reduction? • Are you measuring cycle times for each work area? • Are change-over times less than 4 hours on average?	
Pull Processes in Place	• Are you using Pull systems with kanbans between steps? • Do you have targets to meet customer schedules and are you meeting the targets? • Is Work-In-Process inventory only used to balance operations?	
One Piece Flow	• Are parts moved to the next operation immediately after completion? ("make one, move one") • Is work balanced so that each operator is producing output at the same rate? • Are change overs / set-ups done in less than 30 minutes?	

Objective Evidence Worksheet

Standard Work	Objective Evidence Examples	Answers / Objective Evidence Used
Operator Choice	• Do operators know how and what to do in their work areas? • Are operators able to initiate or modify a work order on their own? • Are Operators trained to follow work instructions? • Do operators know who to contact if a process does not have a standard work procedure?	
Some Standardization	• Are work instructions controlled and updated according to a defined process? • Do operators know what is expected of them for a particular work order? (target completion time, inspection, etc) • Can new employees be quickly trained in each area? • Does a training plan exist in each manufacturing area?	
Standard Operations	• Are standard operations documented for individual processes? • Are there visual posting boards in each area showing operation sequence, equipment layout, tooling, etc? • Are quality checks built into the operation documentation?	
Standard Work Implemented	• Are employees educated in Lean/Standard Work on a regular basis? • Are employees tracking activities according to targeted Standard Work times and results? • Do employees maintain visual performance tracking at their work stations? • Is there a method for capturing improvement suggestions into revised Standard Work instructions?	
Full Flexibility	• Do Standard Work Sheets and Standard Work Combination Sheets exist for each area? • Does Standard Work facilitate flexible job assignments? • Are Continuous Improvement events targeted at Standard Work improvements on a regular basis? • Is Standard Work used for pro-active planning for new products?	

Objective Evidence Worksheet

Supply Chain	Objective Evidence Examples	Answer / Objective Evidence Used
Supply Chain Organization	• Does your Company have dedicated Supply Chain personnel? • Do your Supply Chain employees have goals and objectives independent from other departments/functions? • Is there a formal process for managing your Supply Chain?	
Supplier Management	• Does your company have an Approved Supplier List? • Are the Buyers limited to using sources from the Approved Supplier List? • Is there a process to add and subtract suppliers from the List?	
Supplier Audits and Corrective Action Plans	• Are periodic supplier audits performed? • Are there Scorecards for Supplier Performance that indicates what the acceptable levels of performance are? • Are requests for Corrective Action plans sent when suppliers fail to perform? • Is there a process for reviewing and acting on the Corrective Action Plans?	
Supply Chain Strategy	• Does your company have a Supply Chain strategy? • Does the Supply Chain strategy guide tactical activities? • Do other functions contribute to the Strategy?	
Supply Chain part of Leadership Team	• Does the head of Supply Chain report to the highest level of management? • Is Supply Chain strategy part of your overall company planning process?	

Objective Evidence Worksheet

Facilities and EH&S	Objective Evidence Examples	Answer / Objective Evidence Used
Facilities Management Planning	• Do you have a formal facilities management plan? • Do you have an individual responsible for Facilities Management?	
Facilities Maintenance	• Do you have a Total Preventive Maintenance (TPM) program in place? • Does a dedicated facilities person have the responsibility for equipment maintenance logs & day to day functional activities? • Is there formal training for subject employees? • Are the TPM plans visible for employees?	
EH&S Planning	• Does your company have a formal EHS Management System in place? • Does your company have any outstanding or current notice of violations from any EHS Government agencies? • Is your company's Environmental Compliance documented? • Does your company post your current safety rates for recordable injuries and lost workdays?	
Capacity Utilization	• Do you have tools available for assessing your capacity? • Is there a process in place for using these tools effectively? • Does your regular planning process use capacity utilization as a method for providing scheduling flexibility?	
Supporting Strategic Planning	• Does your Strategic Planning process include Capacity Analysis and EH&S issues?	

Objective Evidence Worksheet

Training	Objective Evidence Examples	Answers / Objective Evidence Used
Training Plan	• Does your company have a new employee indoctrination program? • Do you perform a periodic assessment of employee training needs? • Do you have a formal Training Plan that describes objectives and methodology for providing training to all employees?	
Trainers Assigned with Training Schedule	• Do you have company Trainers identified? • Do you utilize outside services for training? • Is the content for the Training courses defined? • Do you have a training schedule that lists who is to be trained and when?	
Basic Training Complete	• Have you identified the skills necessary for various positions? • Have all employees been trained so they understand company goals • Is awareness and compliance of Government regulations included in your training program? • Do you keep records of who has been trained? •	
Lean or Continuous Improvement Training	• Are your employees trained in the principles of Lean /Continuous Improvement techniques and tools? • Does your company have regular Continuous Improvement events such as Kaizens? • Are employees cross-trained? • Has a customer provided any training for your company?	
Advanced Training Complete	• Is periodic training routine and used to drive business improvements? • Are your employees fully engaged in the training process? (100% active participation, application of learning, suggestions, etc)	

Objective Evidence Worksheet

Risk Management	Objective Evidence Examples	Answers / Objective Evidence Used
Risk Management Plan	• Have you identified major risks for your, a) business continuity, b) critical production operations? • Do you have informal action plans and assigned each to a responsible individual? • Are all employees aware of the plans?	
Formal contingency planning for business continuity risks	• Do your Major Risk areas for business continuity (energy, fire, flood, natural disasters, finances, etc.) have formal, documented monitoring and action plans? • Are the plans periodically reviewed and updated?	
Formal contingency planning for critical production operations	• Do your Major Risk areas for critical production operations (down machine, tooling, skilled labor, etc.) have formal, documented monitoring and action plans? • Are the plans periodically reviewed and updated?	
Risk Management Process	• Are Risk/Contingency Plans regularly reviewed and modified as required? • Do you have a process for identifying potential new risks? • Is the associated financial risk assessed and managed?	
Risk Assessment is part of new project planning	• Do you have a process for Risk Assessment review on new projects? • Are the results of those reviews/assessments absorbed into the Risk Management Process?	