



SEA Certification Self-Assessment v4

Please read carefully

The following survey is a self-assessment roughly based on the SEA Certification Criteria. You should not expect this survey to be comprehensive or an exact match to the SEA Criteria. It's primary use is to help new members assess themselves and it has been written in a user-friendly manner to help aid in that purpose.

The survey itself is based on the 5 levels of the process maturity model. For more information about the process maturity model download this guide (<http://www.seaonline.org/docs/sea-brochure.pdf>) Please do not check an item unless the detailed requirements described have been fully met. It has no value as an assessment if you check an item that is not fully accomplished.

For each numbered item, read the detailed process requirements carefully. They describe the expectations for a process that would meet the level one minimum requirements.

Your organization may be exempt from certain processes - if you check this option, you must provide a business justification for exemption.

LEADERSHIP & CULTURE

The Leadership & Culture track includes those processes that are primary for ensuring that the continuous improvement system is supported by the company's senior management team.

- 1 1.1.1 Strategic Planning Process – The process involves all senior managers. The process addresses strengths, weaknesses, opportunities, and threats; major shifts in technology, markets, and competition. Standards such as AS9100 are considered in the planning process. The process develops key strategic goals and timetables.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks

Our organization is exempt from this process – provide justification below



2 Justification for Exemption



3 1.1.2 Leadership Communication Process – Senior leaders communicate and reinforce company direction and expectations (vision, goals, mission, and values) to all employees and key suppliers/partners. All senior leaders participate in the process. Senior leaders encourage frank, two-way communication throughout the organization.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



4 Justification for Exemption



5 1.1.3 Organizational Performance Review Process - Senior leaders review organizational performance to assess organizational success, competitive performance, and progress relative to strategic goals and action plans. Senior leaders translate organizational performance review findings into priorities for continuous improvement.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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- The process is standardized and has certified trainers
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- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

6 Justification for Exemption

7 1.1.4 Continuous Improvement Management Process – Senior leaders select improvement priorities and review progress on improvement initiatives. A criteria is used to select priorities for improvement. Improvement projects and teams are selected and given direction. A standard problem-solving model is deployed throughout the organization. Process owners, master trainers, and strategic champions are included in this process. Recognition and sharing of mistakes and successes is addressed by the process.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

8 Justification for Exemption

9 1.1.5 Workforce Development Integration Process – The process selects topics for workforce development. Selection integrates strategic goals and process improvement needs. A workforce-training plan is prepared and monitored.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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- The process is standardized and has certified trainers
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- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



10 Justification for Exemption



11 1.2.1 Goals Deployment & Review Process – Senior leaders deploy strategic goals to work groups/departments and individual employees to achieve top-to-bottom alignment. Key performance measures or indicators for tracking progress are deployed. Regular progress reviews are conducted on work group/department and individual employee objectives.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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12 Justification for Exemption



13 1.2.2 Values Deployment Process – Senior leaders use values to establish and reinforce the desired culture. A variety of activities are used to deploy values on a planned and scheduled basis. Employees, workgroups/departments, and/or process improvement teams are recognized and rewarded for effort and results.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- Our organization is exempt from this process – provide justification below



- 14** 1.2.3 Supply Chain Integration Process – The organization integrates its supply chain into its planning and improvement processes. Senior leaders ensure the development of integrated supply chain alliances that link to customer needs. Suppliers are certified in quality, delivery and ability to respond to pull signals. Suppliers are integrated into your lean strategies such as in supplier managed inventory, min-max, consumption-based ordering, pull signals. (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

- 15** Justification for Exemption

- 16** 1.3.1 Organizational Learning Process – Senior leaders ensure continuous learning from improvement projects, customers, and suppliers. The organization integrates benchmarking into the learning process. The organization integrates such learning into on-going employee education, training, and development. (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

- 17** Justification for Exemption

- 18** 1.3.2 Organizational Assessment Process – Senior leaders

systematically assess process maturity and performance related to key operational, customer, supplier, employee, and financial goals.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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19 Justification for Exemption

Empty text box for justification.



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WORKFORCE DEVELOPMENT

The Workforce Development track includes those processes that support the foundation for Standard Work through establishment of a workforce training and certification process.



20 2.1.1 Job Skills & Cross-Training Certification Process - The process ensures that processes are selected and linked to key priorities for improvement. Master trainers are selected for each key process. The team of master trainers are maintained and expanded. The training and cross-training program reviewed is reviewed regularly by senior leaders. (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- Our organization is exempt from this process – provide justification below

21 Justification for Exemption

22 2.2.1 Team Problem-Solving Process – Problem-solving is integrated into everyday team operations and training. The process is standardized and deployed throughout all work areas and teams. The team problem-solving process supports self-direction.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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- Our organization is exempt from this process – provide justification below

23 Justification for Exemption

24 2.2.2 Corrective Action Process – Corrective action is integrated into everyday operations. Corrective actions are standardized to enable error prevention. Corrective action is monitored and improved.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
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- Our organization is exempt from this process – provide justification below



25 Justification for Exemption



26 2.2.3 Continuous Improvement Process – Continuous improvement is practiced in all functions and departments. Improvement projects are linked to department or workgroup goals. The organization ensures adequate time and resources are allocated for continuous improvement. (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



27 Justification for Exemption



28 2.3.1 Team Self-Management Process – Teams are developed and encouraged to become self-managing. Team self-management is developed and improved. (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- Our organization is exempt from this process – provide justification below



29 Justification for Exemption

- 30 2.3.2 Statistical Control Process – Statistical methods are integrated into the standard work for every controlled process. Process control plans are in place and implemented. Statistical methods are reviewed and their application improved.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process is standardized and has certified trainers
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- 31 Justification for Exemption



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OPERATIONAL EXCELLENCE

The Operational Excellence track contains those processes that support the foundation of lean, six sigma, and advanced operational disciplines.

- 32 3.1.1 Kaizen Process – The organization sets and reviews priorities for Kaizen events. Recognition for team members is provided and senior managers are involved. Lessons learned are shared with others who can benefit. Process improvements are documented and deployed to others using the same or similar processes. Internal Kaizen leaders are developed and deployed. Goals are set for Kaizen leadership and progress is monitored.

(check the highest level that is fully accomplished)

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- Our organization is exempt from this process – provide justification below



33 Justification for Exemption



34 3.1.2 6S Visual Workplace Process – Senior leaders ensure effective deployment of 6S Visual Workplace strategies for workplace organization. Process flow, production status, employee training status and continuous improvement efforts are clearly displayed and visible in the office and factory floor. Your organization ensures that work areas are kept consistently free of dirt and clutter. Improvements are reviewed and recognized.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



35 Justification for Exemption



36 3.1.3 Quick Changeover/SMED Process – The organization continually reduces changeover and setup times. The organization creates Subject Matter Experts in Changeover/SMED Process. Changeover and setup times are tracked and displayed on the factory floor. Machine operators are formally trained in SMED methods. Progress is reviewed and recognized.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
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- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
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- Our organization is exempt from this process – provide justification below



37 Justification for Exemption



38 3.1.4 Material Management Process – The organization continually improves its material management processes in support of lean and flow manufacturing objectives. The organization maintains a high level of inventory accuracy. We maintain a high level of 6S in material storage areas. Levels of obsolete, slow-moving and expedited material are maintained at a minimum. Material handlers, material planners and supervisors are formally trained in material management methods.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
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- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



39 Justification for Exemption



40 3.1.5 Production Planning Process – The organization continually improves its production planning processes in support of lean and flow manufacturing objectives. Production requirements are updated and communicated to the factory floor frequently. Production schedules are communicated to different work centers at least daily. Pull methods such as FIFO lanes and supermarkets are used to replace the need for

detailed production schedules. Production planners are trained in production planning methods.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



41 Justification for Exemption



42 3.2.1 Flow-Based Material Process – The organization integrates the requirements of a flow-based material process. "Pull" methods such as material Kanbans, consumption-based ordering and min-max are utilized. Kanban supermarkets are integrated into factory floor operations. Material handlers are formally trained in lean material management methods.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



43 Justification for Exemption



44 3.2.2 Mixed Model Cell/Line Design Process - The organization integrates mixed model cell/line design into its operations throughout the enterprise. The organization creates Subject Matter Experts in cell/line design and continually reviews progress. Production and industrial engineers, production managers and supervisors, and material

management personnel are trained in the lean mixed model line design methods. Major processes are linked and balanced into a continuous flow. Pull methods such as In Process Kanbans, FIFO lanes and Kanban supermarkets are integrated into the production flow. Operators are cross-trained for multiple workstations.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



45 Justification for Exemption



46 3.2.3 Lean Suggestion Process – The organization solicits and recognizes suggestions for lean and continuous improvement. Process improvement ideas are solicited, reviewed, approved, and implemented. A high level of workforce participation is ensured. Improvement suggestions are recognized and rewarded. Suggestions are made visible in work areas.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
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- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



47 Justification for Exemption



48 3.2.4 Total Productive Maintenance Process – The organization integrates and deploys the principles of Total Productive Maintenance.

The organization creates Subject Matter Experts in TPM and continually reviews progress. Machine operators are responsible for setup, maintenance and simple trouble-shooting. A high level of 6S is maintained in machine cleanliness, tooling organization and shop supplies. Operators, managers and supervisors are trained in TPM.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

49 Justification for Exemption

50 3.3.1 Design of Experiments Process – The organization utilizes the principles of Design of Experiments. The organization creates Subject Matter Experts in DOE and ensures that DOE is integrated into the overall improvement effort.
(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below

51 Justification for Exemption

52 3.3.2 Design to Cost Process – The organization utilizes the principles of Design to Cost. The organization creates Subject Matter Experts in DTC and ensures that Design to Cost is integrated into the design process when applicable.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



53 Justification for Exemption



54 3.3.3 Six Sigma Projects Process – The organization utilizes the principles of Six Sigma and these are integrated into improvement efforts. The organization creates Six Sigma Subject Matter Experts and ensures that Six Sigma techniques are integrated into the overall improvement effort.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



55 Justification for Exemption



56 3.3.4 Six Sigma Design Process – The organization integrates Six Sigma Design processes into improvement efforts. The organization creates Subject Matter Experts on Six Sigma Design and integrates Six Sigma Design into the overall improvement effort.

(check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process

- owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
- The process shows positive trends of improvement over time and compares favorably with world class benchmarks
- Our organization is exempt from this process – provide justification below



57 Justification for Exemption



58 3.3.5 Design for Manufacturability Process – The organization integrates Design for Manufacturability into improvement efforts. The organization creates Subject Matter Experts and ensures that DFM techniques are utilized in the design process.
 (check the highest level that is fully accomplished)

- The process does not meet any of these requirements
- The process addresses most of the requirements above and has a process owner
- The process has been documented to the work instruction level
- The process is standardized and has certified trainers
- The process is under control and is measured and analyzed using data
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59 Justification for Exemption



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BUSINESS RESULTS

The Business Results track includes those measures that best indicate both individual supplier organization improvement as well as supply chain improvement.

60 4.1.1 Inventory Turns – What is your organization’s monthly history in inventory turns?

(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below

61 List the last 12 months of measures and goals

62 Benchmarks with sources

63 Justification for Exemption

64 4.1.2 Sales/Employee – What is your organization’s monthly history in sales per employee?

(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



65 List the last 12 months of measures and goals



66 Benchmarks with sources



67 Justification for Exemption



68 4.1.3 On-Time Delivery – What is your organization’s monthly history in on-time delivery?
(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



69 List the last 12 months of measures and goals



70 Benchmarks with sources



71 Justification for Exemption



72 4.1.4 Process Maturity Average – What is the organization’s monthly history in average process maturity?
(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



73 List the last 12 months of measures and goals



74 Benchmarks with sources



75 Justification for Exemption



76 4.2.1 Defects Per Million Opportunities – What is your organization’s monthly history in defect per million opportunities?
(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



77 List the last 12 months of measures and goals



78 Benchmarks with sources



79 Justification for Exemption



80 4.3.1 Rolled Yield – What is your organization’s monthly history in rolled yield?

(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



81 List the last 12 months of measures and goals



82 Benchmarks with sources



83 Justification for Exemption



84 4.3.2 Cpk - What is your organization’s monthly history in Cpk?
(check the highest level that is fully accomplished)

- There is no consistent collection of this measure
- This measure is collected but there is no goal
- This measure does not consistently meet or exceed the goal
- This measure consistently meets or exceeds the goal
- This measure exceeds the below-cited benchmarks that represent world-class performance
- Our organization is exempt from the use of this measure based on the justification below



85 List the last 12 months of measures and goals



86 Benchmarks with sources



87 Justification for Exemption



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88 This information is mandatory in order for SEA to follow-up on your survey for feedback.

Contact Name:

Company Name:

Address 1:

Address 2:

City/Town:

State/Province:

Zip/Postal Code:

Country:

Email Address:



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