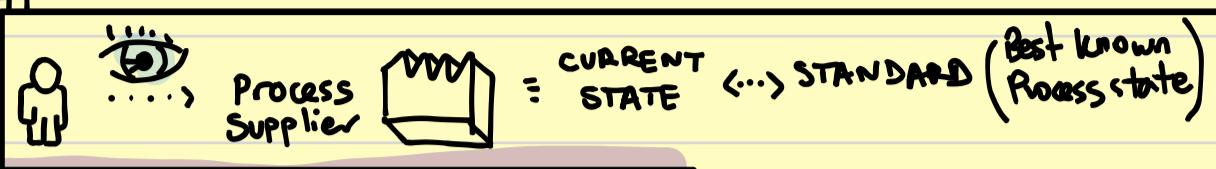
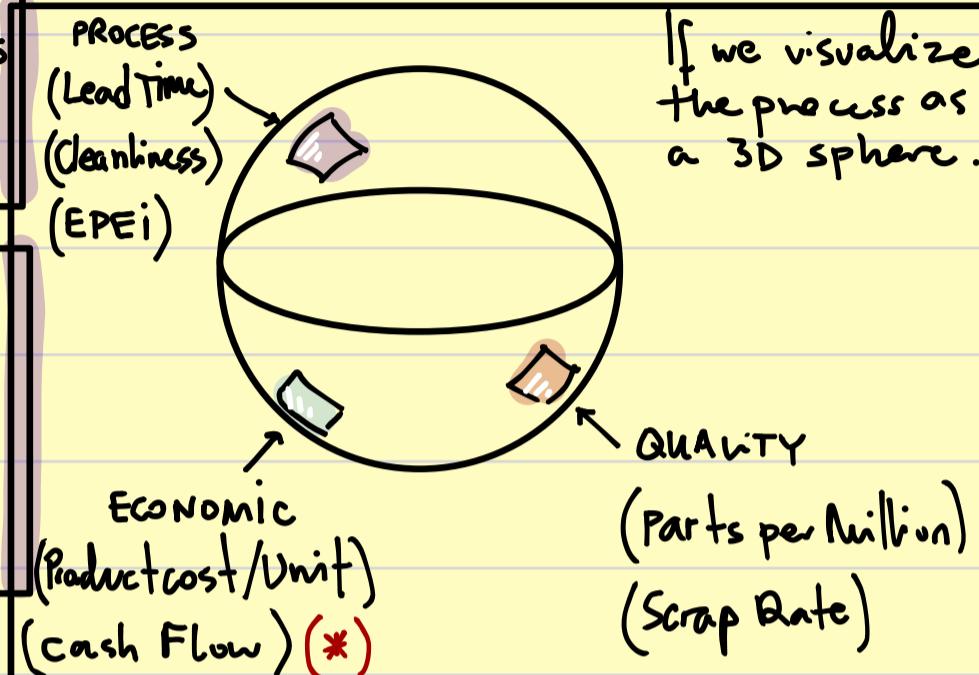


Supplier Audits



We (Supplier Manager) perform an audit to measure the current state of the process and compare it with a standard (desired state of the process).

We aim to measure the current state of a process, but a process is a complex reality that can only be explained with many KPI (Key Performance Indicators).



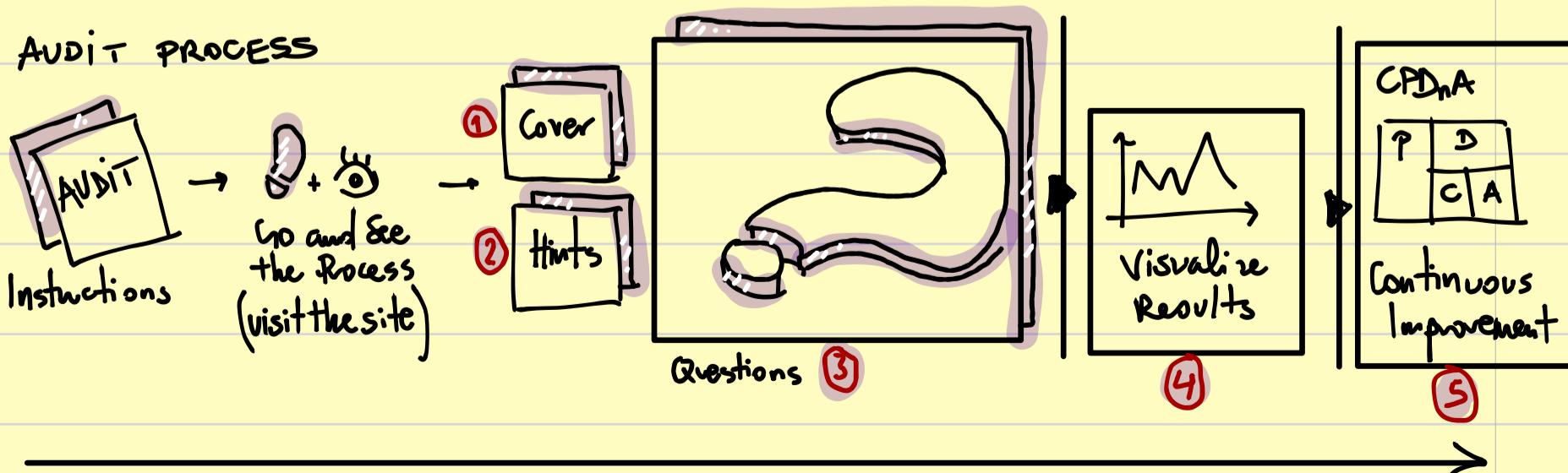
(*) Cash Flow

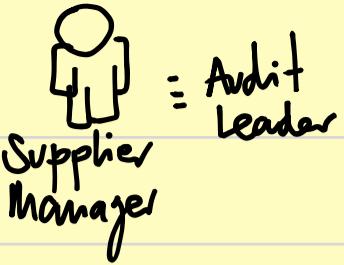
$$CF = \epsilon_1 - \epsilon_2$$

There is no way to explain the whole variability of the process with only one KPI.

The only way to know that we're good is by looking at several KPIs.
By doing so we get to explain a fair amount of variability.
We are looking for ($\Delta = \text{Desired state} - \text{Current state}$) of the process
One way to look for these Δ are AUDITS.

Example. Order and cleanliness





①

Company	— Date
Department	— Begin
Machine	— End
Workplace	—
Audit leader	—
Comments	—

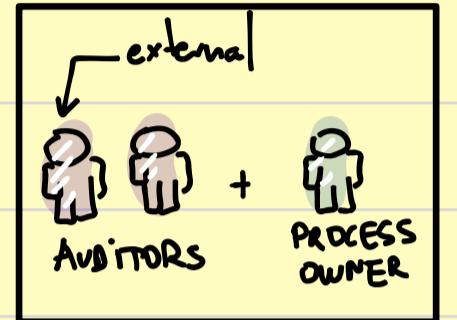
② Hints/Instructions :

2.1. Who DOES THE AUDIT?

2.1.1. An Audit must be performed by at least two Auditors.
One must be from outside the process.
The auditors should be accompanied by the process owner.

2.1.2. The audit-team should have both knowledge of the process, as well as methodological Auditor knowledge.

AUDIT-TEAM :



2.2. WHEN DO WE PERFORM THE AUDIT?

2.2.1. The audit should be performed while the process is running.

2.2.2. The audit takes place WITHOUT previous notice.

2.3. IMPORTANT ASPECTS FOR TEAM MEMBERS

2.3.1. Audit = training = Empowerment. It needs trust within the people involved. We perform the Audit to ensure continuity of the continuous improvement process. In order to offer help to "see" the unseen

2.3.2. We audit processes, not people!

2.3.3. Everyone involved is informed about the questions to be asked and how they are going to be evaluated.

2.3.4. The audit is performed with every member of the audit-team present.

2.3.5. In the "Order & Cleanliness" audit, we look everywhere, also "beneath the carpet", we open closets, look for stuff hidden, ...

2.3.6. The evaluation of the questions must be objective. Always explain ..why?

2.3.7. The Audit documents must be signed off and filled right-away (on-site) without timely delay.

3. Questions .. 5S

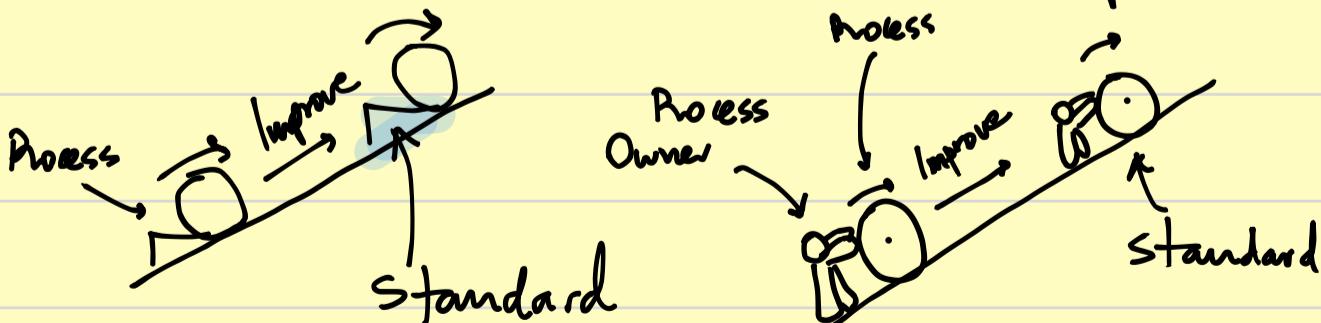
1S SEIRI. „sort“ . sorting through all items in a location and removing all unnecessary items (not being used) from the workplace.

2S SEITON. „set in order“ . put all necessary items in the optimal place for fulfilling their function in the workplace.

3S SEISO. „cleaning“ . clean and inspect the workplace tools, and machinery regularly.

4S SEIKETSU. „standardize“ . standardize the process of 1S,2S,3S.
(CPD)nA

5S SHITSUKE. „sustain“ . is the process of discipline of the worker to keep the standard.



This is WRONG!
Because it gives the impression that the continuous improvement takes no effort to keep.

Just to keep the new standard takes energy!!

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