Operations Audit

- Processes are well designed and capable of achieving performance targets and specifications.

- Employees comply with established procedures.

- Employee skills and training are current and employees are capable of performing their work.

- Employees have the means of knowing what's important in their key job roles in a process or value stream, know what to do in the process, know when to intervene, and what actions to take.

- Employees in key roles have the necessary process authority, responsibility and accountability.

- Managers and process owners have access to resources, tools and techniques for process control and improvement and if necessary, re-design.

- Evaluate to ensure every project is necessary. Every project should align with and contribute to accomplishing the organization's annual goals and strategic priorities.

- Projects have the necessary support from management, and have sufficient allocation of time and resources regardless of whether they are Kaizen events, DMAIC or DMADV projects or value stream management efforts.

- Gains from projects are sustained. (Review statistical process charts for evidence of this sustainability).

- Value stream managers and process owners have the authority and the means to manage, control and improve the entire value stream, or the end-to-end process.

- Process metrics and KPIs (key performance indicators) are supportive of CTQs (critical-to-quality requirements).

- Performance metrics and rewards are aligned to the organization's annual goals and strategic priorities.

- KPIs are limited to a few absolutely vital indicators.

- Strategies, priorities, policies and decisions are aligned enterprise-wide.

- Decisions made by different departments and functions that support a value stream or end-to-end process are aligned.

- There is clear alignment up and down different levels of the organization. (alignment between the individual-level, team, department, to division and company level).