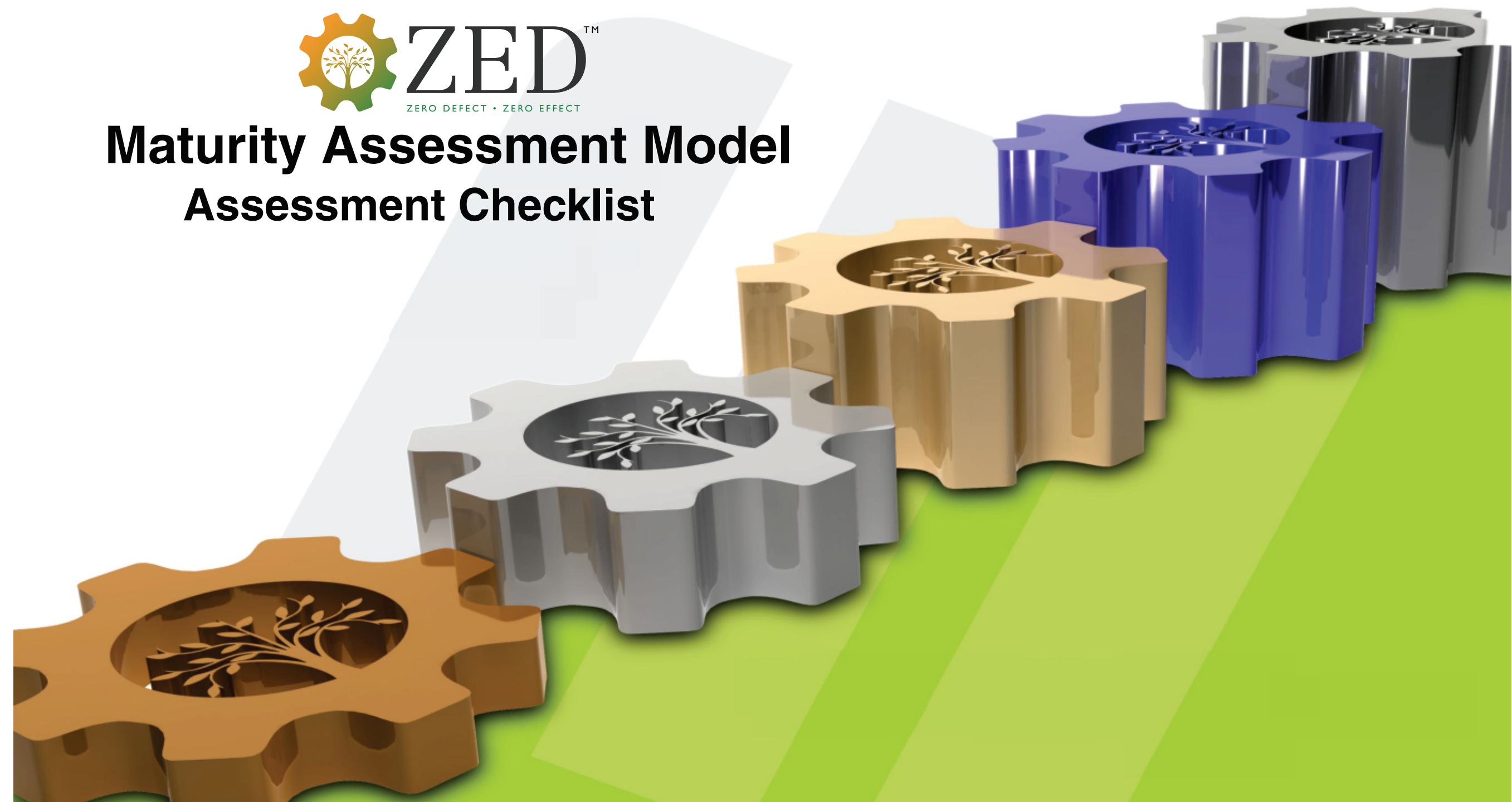




Maturity Assessment Model

Assessment Checklist



ZED Maturity Assessment Checklist

Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Process Design for Quality	A-1 : Technology Selection and Continual Upgradation	No	No	Plan	What is the criteria for updating technology and how are customer needs incorporated ?	1. Do you have a plan for updating the technology? 2. What are the various approaches that you use to plan for technology upgradation? 3. How do you capture customer and market needs? 4. Do you conduct process/design failure analysis to determine the need to upgrade technology? 5. Is your technology planning linked with improvement in Quality, Availability, performance and process capability?	No technology upgradation plans	Technology upgradation exist but is reactive (planning initiated only when something goes wrong)	Option 2 + Proactive technology plans in place incorporating customer/market needs for technology selection	Option 3 + Technology is planned proactively incorporating customer/market needs using process/design failure analysis	Option 4 + Proactive technology planning with linkage to outcome with respect to quality, availability & performance, Process capability enhancement & Opex improvement
				Deploy	What is the percentage of automation of critical machines?	1. Which machines are critical for your set-up? 2. How do you select critical machines? 2. How many in % of those are automated?	None of the critical machines are automated	Automation on few critical machines and setting are mostly manual	20-50% critical machines with automated setting	50-75% critical machines with automated setting	>75% critical machines with automated setting
				Monitor, refine and deliver outcome	What is the technology for monitoring ?	1. How do you monitor processes/machines - is it manual or automatic ? 2. If automatic, then what is the degree of automation?	No system for monitoring	Manual monitoring is done for all machines	Option 2 + Alarms /trips installed to monitor machines	Option 3 + Alarm /trips with feedback loop for correction established to monitor machine	Option 4 + 30-60% of the machines have automated monitoring and control systems and Self monitoring e.g. Andon systems
Process Design for Quality	A-2 : Process Capability Assessment and Enhancement	Yes	Yes	Plan	What is the mechanism for process control?	1. What is the procedure in place for controlling the process? 2. If you are using online SPC, then what % of your critical machines have you implemented it on?	Process control is based on feedback from customers or QC and basic awareness on statistical process tools	Process control is done using control charts for monitoring performance in some cases	Option 2 + Corrections are made to the processes on basis of process trend	Option 3 + Process controlled using results from online SPC in <80% critical machines	Option 4 + Process controlled using results from online SPC in >80% critical machines

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				Deploy	What is the level of implementation of statistical process?	1. What machines are critical for your set-up? 2. On what % of your critical machines, have you implemented statistical processes?	No statistical processes are implemented to measure process performance	Process performance measured and documented in an inspection sheet	Option 2 + Statistical process implemented on 20-50% critical machines for process capability assessment	Option 3 + Statistical process implemented on 50-75% critical machines for process capability assessment	Option 4 + Statistical process implemented on >75% critical machines for process capability assessment
				Deploy	What is the level of robustness of CAPA management system to stabilise and improve processes?	1. Is the improvement plan defined and documented for stabilising the processes? If yes, is the plan effective? 2. Are the actions planned for enhancing process performance? If yes, are these actions effective?	No concept of corrective actions	Adhoc corrective actions implemented	All corrective actions are implemented and risk mitigation done to avoid similar issues elsewhere e.g. other lines	All corrective actions are implemented and risk mitigation done along with measurement of effectiveness	Option 4 + All corrective actions are implemented and risk mitigation done along with measurement of effectiveness
				Monitor, refine and deliver outcome	What is the level of monitoring of process capability?	1. Do you measure the capability of your processes? 2. What techniques do you use for measuring process capability? 3. How are critical processes being measured? 4. What are the typical values of your process capability?	Process capability is not monitored	Shop floor is aware and measure process capability (Cp, Cpk) on adhoc basis	Option 2 + Process capability measured (Cp, Cpk) for 20%-50% critical processes and used for any improvement initiatives	Option 3 + Process capability measured (Cp, Cpk) for >50% and <75% critical processes, target value of Cpk>=1	Option 4 + Process capability measured (Cp, Cpk) for 75% critical processes, target value of Cpk>=1.33
Process Design for Quality	A-3 : Low Cost Automation	No	No	Plan	What is the awareness on low cost automation?	1. Has organisation created awareness on the need for low cost automation? 2. How do they decide the need for automation? a. Is it primarily management initiative; or b. How much is the involvement of shop floor personnel? 3. What is your driver for low cost automation?	No emphasis or awareness on low cost automation	Low cost automation mainly carried out to improve productivity by senior management	Option 2 + Low cost automation aimed to improve productivity, quality and capacity utilization and goals are set	Option 3 + Low cost automation aimed to address energy conservation along with productivity, quality and capacity utilisation	Option 4 + Continuous identification of improvement areas to apply low cost automation system in place along with ensuring energy conservation

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				Deploy	What is the scale of automation?	1. Are tools like Kaizen sheets or one point lessons used? 2. Are small group activities conducted on shop floor?	Low cost automation is not done	Low cost automation done in small groups using various tools (e.g. Kaizen sheets, one point lessons)	Option 2 + Low cost automation done in small groups using various tools (e.g. Kaizen sheets, one point lessons)	Option 3 + Low cost automation is evident by usage of Pneumatic, hydraulic , electric , hybrid , electronic controlled systems in a wide variety of manufacturing areas	Option 4 + Low cost automation has led to reduced man effort on machines by more than 50% especially on loading , feeding , setting , material handling , quality inspection & packaging
				Monitor, refine and deliver outcome	What percentage of improvement goals for low cost automation are met?	1. Do you have Improvement goals for low cost automation? 2. What % of targets are met?	Improvement goals for low cost automation are not measured	Improvement goals met in case of <50%	Option 2 + Improvement goals met in case of >50%-75%	Option 3 + Improvement goals met in case of 75% to 95%	Option 4 + Improvement goals met in case of >95% of cases
Process Design for Quality	A-4 : Waste Management	Yes	Yes	Plan	What is the level of awareness on waste and effect on profitability	1. Has organisation created awareness on the need for waste management techniques? 2. What is the level of awareness? a. Is it primarily restricted to management; or b. Is it prevalent on the shop floor?	No awareness on waste and effect on profitability	Only top management is aware on waste and effect on profitability	Option 2 + Top and middle management are aware on waste and effect on profitability	Option 3 + Top and middle management, plus line supervisors are aware on waste and effect on profitability	Option 4 + All employees are aware on waste and effect on profitability
				Deploy	What level of training has been provided to the employees on tools and techniques?	1. Has training being provided on types of wastes? e.g., 7 wastes, 3M etc. 2. Is the concept of Mura (Waste of Unevenness), Muri (Waste of overburden) and Muda (7 Wastes) applied in processes?	No training provided on waste management techniques /tools	Training provided on 7 wastes and standard techniques used for waste reduction	Option 2 + Training provided on 3M (Mura, Muri and Muda) along with 7 wastes and techniques like 5 why, Poke-yoke	Option 3 + Training provided on 7 wastes,3Ms and lean concepts and >50% of the staff trained in waste management concepts and focussed on developing other men	Option 4 + Training provided on 7 wastes,3Ms and lean concepts and >50% of the staff trained in waste management concepts and focussed on developing other men

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			Deploy	What are the various tools used to manage waste?	1. What tools have you implemented to manage waste? 2 . Is it a structured and formal process involving value analysis of manufacturing activities or just preliminary measures taken to reduce waste?	No tools used to manage waste, a reactive approach is followed	Tools like Standard Work and others are implemented to manage 7 wastes (Muda)	Option 2 + Tools Like Line Balancing practiced to eliminate unevenness (Mura) along with 7 wastes (Muda)	Option 3 + Tools like Time motion study implemented to eliminate overburdening (Muri) along with tools to manage Mura and Muda	Option 4 + Advanced tools for managing 3M Implemented. Proactive approach & Plan for continual Improvement in place	
			Monitor, refine and deliver outcome	What is the level of targets being met for waste reduction?	1. Have you identified targets for waste reduction? 2. What % of waste reduction targets are met? 3. Are actions taken to track and reduce waste at identified stages? 4. What % of the waste reduction targets are met?	No action plan available for targets to reduce waste	Targets met for <50% ideas on waste reduction	Option 2 + Targets met for 50%-75% ideas on waste reduction	Option 3 + Targets met for 75% - 95% ideas on waste reduction	Option 4 + Targets met for >95% ideas on waste reduction	
Process Design for Quality	A-5: Safe Working Environment	Yes	Yes	Plan	What is the status of safety policy?	1. Has organisation identified issues regarding safety of (a) processes and (b) personnel? 2. How has organisation defined its intent towards safety (a) as part of the company's overall policy or (b) separately defined and documented in Safety policy? 3. What is the scope of Safety Policy – safety of processes/machines, employees, contractual staff, suppliers and/or community around?	No formal safety policy in place	Safety policy briefly mentioned in overall company policy	Option 2 + Formal safety policy addresses the concern of suppliers and community at large in addition to employees and contract workers	Option 3 + Formal safety policy addresses the concern of all primary and secondary stakeholders, along with sustainability goals	Option 4 + Formal safety policy addresses the concern of all primary and secondary stakeholders, along with sustainability goals
			Deploy	How do you communicate the safety policy to the employees?	Is the communication regularly scheduled?	No communication on safety policy	Communication imparted on safety policy to employees, but not followed by a regular schedule	Option 2 + Safety policy displayed in the factory, regular communication is followed. Safety day/week/month is celebrated	Option 3 + Safety policy communicated through comprehensive means (display in notice board, employees handbook)	Option 4 + Safety policy reinforced everyday during meetings / speech e.g. start daily meeting with focus on safety	

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				Deploy	What is the level of training and implementation on safety for personnel and processes?	1. Do you provide training to your employees on the safety policy? 2. What is the mode of training to the employees? 3. Is there a provision for measuring the training effectiveness?	No training imparted on safety	Training imparted but no regular schedule	Option 2 + Formal/informal safety training done e.g. mock drill	Option 3 + Classroom and practical sessions on safety done for 100% employees	Option 4 + Training effectiveness measured for all safety related training with safety audits in place showing 90% adherence
				Deploy	What mechanism is in place to ensure safety?	1. How do you react to safety related accidents? 2. Is there a review mechanism for reviewing safety techniques? 3. What is the outcome of the reviews?	Safety related accidents are attended reactively	Major safety incidents are investigated and CAPAs taken	Option 2 + Safety techniques demonstrated through visual management, safety information reviewed in detail on periodic basis	Option 3 + Safety information reviewed, leading to identification and implementation of CAPAs	Option 4 + Step by step risk management plan in place. Poka-yoke for safety have been done as per industry benchmark
				Deploy	What is the coverage of safety techniques?	1. Has the organisation carried out HIRA and job safety analysis, where applicable?	No specific system for investigation of accidents/incidents	Minimal process to avoid fines and complaints on safety conditions	Option 2 + SOPs established to meet statutory and regulatory requirements on safety	Option 3 + SOP established for safe working environment throughout the factory	Option 4 + Organisation has OHSAS system in place. Well established system of Hazard Identification & Risk Assessment for all processes

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				Monitor, refine and deliver outcome	What is the process to review safety techniques?	1. Does the organisation have a system of safety inspection and safety audit? 2. If so, what all aspects are covered e.g. unsafe acts, unsafe conditions, incidents, near misses, accidents? 3. Does organisation have a formal system for reporting and investigating near misses/incidents/accidents? a. If no, is the system totally absent or exists on adhoc basis? b. If yes, what is the periodicity for reviewing safety concerns? 4. At what level and frequency safety performance is reviewed?	No reviews done for safety techniques	Reviews for safety techniques done on adhoc basis	Option 2 + Daily safety dashboard established, frequent reviews planned and documented	Option 3 + "Near Misses" with respect to safety are recorded, analysed and acted upon. CAPAs are documented and reviewed	Option 4 + Pro-active and preventive steps are in place for safety techniques and visual management is in seen
Pre-production (start-up activities)	B-1 : Process Validation	No	No	Plan	What is the scope/methodology for process validation?	1. How are processes validated to check their suitability to achieve desired product specifications? 2. What % of critical processes are validated? 3. What methodologies are used for process validation?	Process validation not done and no tests/confirmations are carried out	Tests/confirmations for process validation are done on adhoc basis, processes documented e.g. learnings recorded at each step	Option 2 + Process validation done for critical/key processes e.g. First piece validation/pilot manufacturing/prototype manufacturing in place	Option 3 + Process validation ensures that improvements are done to meet the changing needs like future trends, vendor and supplier inputs	Option 4 + Special projects for improving the process capability of products for all product lines on consistent basis in addition to process validation for critical processes
				Deploy	How do you ensure that processes meet specifications and quality requirements?	1. How do you review whether the products meet specifications or not? 2. Is the output of review shared with external stakeholders? 3. What is the scope of process validation: a. Key/critical processes; or b. All processes	No process in place to ensure that processes meet specifications and quality requirements	Intermediate quality checks are performed for process validation	Option 2 + Periodic review process in place. Post validation, process parameters are measured, documented and communicated.	Option 3 + Detailed process reviews happen, results shared with vendors and suppliers	Option 4 + Customer feedback are reviewed, analysed and process validated, results shared with vendors and suppliers

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				Monitor, refine and deliver outcome	How do you improve the processes to deliver design requirements?	1. Do you take CAPAs to improve the processes? 2. Is there a mechanism to review the effectiveness of CAPAs?	No concept of corrective actions to improve processes to ensure design requirements	Adhoc corrective actions implemented to improve processes to ensure design requirements	Option 2 + All corrective actions are implemented to improve processes to ensure design requirements	Option 3 + All corrective actions are implemented and risk mitigation done to avoid similar issues elsewhere e.g. other lines	Option 4 + All corrective actions are implemented and risk mitigation done along with measurement of effectiveness
Pre-production (start-up activities)	B-2 : Supplier Development	No	No	Plan	What is the process of new supplier development?	1. How do you interact with potential suppliers? 2. How are suppliers identified and selected for supply of products/services?	No approach exists for new supplier development	Material/ data sheet / spec derivation used for new supplier development	Option 2 + Identified potential sources / areas for development of suppliers	Option 3 + Work together and create product development plan and organize resources	Option 4 + Work as a partner; Investment in R&D for technology development
				Deploy	What is the process for managing existing suppliers?	1. How are suppliers' performances monitored on an ongoing basis? 2. What are the decisions based on the performance management system?	No development plan for managing existing suppliers	Development plan based on feedback from field / QC / Customer with critical suppliers	Option 2 + Periodic reviews conducted and plan fully implemented with critical suppliers	Option 3 + Supplier rating system in place based on periodic reviews of existing suppliers	Option 4 + Performance management including supplier rating is used for business allocation to different suppliers
				Monitor, refine and deliver outcome	What is the procedure for supplier evaluation?	1. What happens after objective and systematic monitoring of suppliers' performance ? 2. Is only feedbacks given to the suppliers on their product acceptance/performance or is supplier also supported in improving upon its critical issues? 3. How is supplier's capability developed on an ongoing basis to ensure the compliance to changing quality and reliability parameters?	No systematic process in place for supplier evaluation	SOP developed for supplier evaluation ; Adhoc implementation	Option 2 + SOP developed for supplier evaluation ; 100% implementation	Option 3 + Supplier rating is basis for repeat ordering	Option 4 + Supplier core competency developed for productivity, quality and delivery

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Production and maintenance activities	C-1 : Swachh Workplace	Yes	Yes	Plan	What is the level of training on 5S?	1. Is workforce trained on 5S? 2. Do they understand importance of 5S and its positive effect on safety and productivity?	No communication and training imparted to anyone on 5S	50%-100% workforce trained on 5S by management or external consultants	Option 2 + 100% workforce trained on 5S activities, best zones identified and recognized on a monthly basis	Option 3 + Visual management on 5S is seen everywhere. Continuous Improvement Activities are evident and ongoing	Option 4 + Standard work + Daily 5S (self-driven) is evidenced along with visual management of 5S
				Deploy	What is the level of implementation of 5S?	1. Are work areas uncluttered? 2. Are work areas and floor space clean? 3. Are the processes standardised? 4. At what level of 5S is the organisation operating?	Work area is full of clutter (scrap etc.) and floor space is unclean	1S implemented (discrimination between necessary and unnecessary to discard the latter)	Option 2 + 2S (Ensure everything has a designated place) and 3S (ensure cleanliness of workplace) implemented	Option 3 + 4S (Standardization of procedures) have been implemented using various tools, e.g., job cycle charts, visual cues, checklist etc.	Option 4 + All 5Ss implemented (training and audit in place)
				Monitor, refine and deliver outcome	What % of targets are met as per 5S audit assessment framework?	1. What are the audit assessment scores for 1S to 5S?	No framework exists for 5S audit assessment	Well defined 5S audit assessment framework in place, Audit assessment score for 1S and 2S >80% across zones	5S Audit assessment score for 2S and 3S > 80% across zones	5S Audit assessment score for 4S > 80% across zones	5S Audit assessment score for 5S > 80% across zones
Production and maintenance activities	C-2 : Daily Works Management	Yes	Yes	Plan	How do you set daily targets?	1. Do you set up daily targets for Quality, Cost, Delivery, Safety and Morale? 2. What is the rationale behind these targets?	Daily targets are set by fire-fighting on day to day basis	Adhoc target setting on Quality, Cost and Delivery	Target setting done for Safety and Morale along with Quality, Cost and Delivery with clearly defined sub-parameters for each of QCDSM	Dashboard established across product lines for monitoring performance on QCDSM	Target Setting for QCDSM clearly linked with the long term strategy. Plan should be derived from the organisation's Vision / Mission and the long term /annual objectives

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				Deploy	How are the targets communicated/managed?	1. What is the extent of visual management techniques? 2. Do you also track monthly and yearly targets? 3. Do you highlight positives and negatives in performances? 4. How are problems analysed?	No visual target management system in place	Formal visual management highlighting targets to be achieved in a day on a board	Visual boards to showcase the daily , weekly and monthly performance of workmen	Digital board highlights the performance on QCDSM on a daily basis, MTD/YTD Target (plan & achievement).	Digital board highlights positive & negative/critical issues reasons in performance Gaps. Performer of the week/day/month is identified in addition to highlighting performance on QCDSM
				Deploy	What is the level of participation of the workmen in the daily meetings?	1. Who all are involved in daily meetings? 2. Is there a defined agenda for these meetings? 3. What is the extent of workers' involvement in problem solving process?	No workmen participation in daily meetings	Workmen participate in daily meetings, however agenda and effectiveness not established (Formal / informal)	Option 2 + Majority of the workmen participate in daily stand -up short meetings with defined agenda	All workmen participate in daily meetings. Flexibility to adjust staffing when the situation warrants. Cross Training, Job rotation and shared resources (90% to 100% workmen involvement).	Option 4 + 100% participation + Practice of recording of ideas and improvement plans during the shift and its implementation on floor. SGA and suggestions schemes are helping achieve improvement targets
				Monitor, refine and deliver outcome	How do you address the gaps identified ?	1. Do you identify gaps in QCDSM plan? 2. Do you plan for actions to fulfil gaps? 3. How do you analyse the causes of gaps? 4. What actions are taken to meet plans?	No concept of corrective actions to address gaps in QCDSM targets	Adhoc corrective actions implemented to address gaps in QCDSM targets	Option 2 + All corrective actions are implemented to address gaps in QCDSM targets	Option 3 + All corrective actions are implemented and risk mitigation done to avoid gaps in QCDSM targets elsewhere e.g. other lines and effectiveness is also measured	Option 4 + All corrective actions are implemented and risk mitigation done to avoid gaps in QCDSM targets elsewhere e.g. other lines and effectiveness is also measured

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				Monitor, refine and deliver outcome	What is the target achievement rate for QCD improvement?	1. What benefits has the organisation derived so far from QCD improvement exercise? 2. What are the QCD objectives set by the organisation?	No targets have been set for QCD improvements	<50% targets have been met for QCD improvements	50-75% targets have been met for QCD improvements	75-95% targets have been met for QCD improvements	Option 4 + >95% targets have been met for QCD improvements
Production and maintenance activities	C-3 : Planned Maintenance	Yes	Yes	Plan	What is the approach towards preventive maintenance plan ?	1. Is there a plan for planned maintenance? 2. What percentage of the plan is available for machines?	No Preventive maintenance plan in place	Preventive Maintenance plan is available for <50% critical machines	Preventive Maintenance plan is available for 50%-75% of critical machines	Preventive Maintenance plan is available for 100% of critical machines	Preventive Maintenance plan is available for all machines (including non-critical)
				Deploy	What is the maintenance plan and % adherence to it?		No system of planned maintenance	Adherence to planned maintenance plan is <80%	Adherence to planned maintenance plan is 80%-95%	Adherence to planned maintenance plan is >95%	100% adherence to planned maintenance plan plus World Class Maintenance practices have become part of company culture e.g. TPM
				Deploy	What is the status of autonomous maintenance activities?	1. In the implementation journey, which step of the autonomous maintenance has the organisation reached ?	Equipment are repaired as and when breakdown occurs	There is clear understanding of equipment functions and safety risks (Step 0 of autonomous maintenance)	Option 2 + Step 1-2-3 of autonomous maintenance implemented Step 1 - Initial cleaning and tagging Step 2 - Counter-measures for contamination/dirt Step 3 - Cleaning inspection and lubrication standards	Option 3 + Step 4-5 of autonomous maintenance implemented Step 4 - General Inspection Step 5 - Autonomous Inspection	Option 4 + Step 6-7 of autonomous maintenance implemented Step 6 - Standardisation Step 7 - Autonomous management

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				Monitor, refine and deliver outcome	How do you measure effectiveness of maintenance?	1. How do you measure the effectiveness of maintenance activities? 2. Do you measure MTTR and MTBF? If yes, then for what % of critical machines? 3. What benefits has the organisation derived so far from this exercise?	Effectiveness of maintenance is not measured	Effectiveness of maintenance is measured on adhoc basis	MTTR and MTBF measured at <30% of critical machines	MTTR and MTBF measured at 30-60% of critical machines	MTTR and MTBF measured at >60% of critical machines and it shows an improving trend
Production and maintenance activities	C-4 : Process Control	No	Yes	Plan	What is the approach towards process control ?	1. Which SQC methods are used to monitor and control processes? 2. For what % of your processes have Quality Plan (Control Plans) been defined?	No approach exists for process control	Process control approach followed on adhoc basis	Option 2 + Process control approach available for critical processes	Option 3 + Process control approach available and scope well defined for all processes	Option 4 + Online controls in place for process controls
				Deploy	What is the mode of communication of control plan?	1. Have you made SOPs for the process control plans? 2. How do you communicate the process control plans	No standards/SOPs available to define control plans	SOPs / work instructions initiated to control few critical/key processes	Option 2 + Details SOPs / Work instructions are available on the basis of control plans to ease the process understanding Product samples (First piece inspection) are also kept near workstation for referencing purpose	Option 3 + Frequent revisions are made in Control plans / SOPs and work instructions basis any process change. Product samples (First piece inspection) are also kept near workstation for referencing purpose	Option 4 + Electronic version of control plans / SOPs / Work instructions are deployed
				Deploy	What is adherence to quality framework/ process control plan?	1. What are the process control plans? 2. What are the process job cards?	No documented process control plan in place	Process control plans in place with adherence <40%	Option 2 + Process control plans in place with adherence 40%-60%	Option 3 + Process control plans in place with adherence 60%-90%	Option 4 + Process control plans in place with adherence above 90%

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				Monitor, refine and deliver outcome	What is the status of CAPAs based on process controls?	1. Do you take CAPAs to control the processes? 2. Is there a mechanism to review the effectiveness of CAPAs? 3. Are these Plans implemented? 4. Is process control data used for identifying areas for improvements and hence, to initiate continual improvement projects?	No concept of CAPA to address variances in processes	CAPA to control variances identified in <50% critical processes	Option 2 + CAPAs to control variances identified in >50% critical processes	Option 3 + CAPAs to control variances are identified and implemented in all cases	Option 4 + CAPAs to control variances taken in all cases and recorded, effectiveness is also measured
Product Design for Quality	D-1: Design Capability	No	No	Plan	Is there a group designated for product design?	1. Does organisation have internal resources for designing or accesses it from outside source? 2. How do you analyse low capability areas? 3. How do you enhance capability of people involved in designs?	Organization has no design function, changes are made as and when required	Organization has design and development groups to design product as per customer needs	Option 2 + Design group in place with proactive design capability. All possible reasons for low capability are investigated	Option 3 + Design group in place with proactive design capability. All possible reasons for low capability are investigated	Option 4 + Proactive design planning by design group + Active market research for meeting future needs and Capability is improved by analysing low capability areas
				Deploy	What is the process for making design improvements?	1. Have you made changes to your initial designs? 2. What has triggered those design changes? 3. What are the tools you use to incorporate design changes?	No process exists for making design improvements	Design improvements are based on inhouse knowledge with some customer inputs	Option 2 + Life Testing -Normal and accelerated performed on samples for design improvements but results not evaluated	Option 3 + Design for Reliability (DFR) in place incorporating risk analysis and DFMEA conducted	Option 4 + Creative solutions are determined basis the tools like Prioritization matrix . Redesign performed basis DFR , customer feedback and internal failures

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				Monitor, refine and deliver outcome	How do you monitor/assess design capability?	1. Do you have a mechanism in place to measure design capability? 2. Have you taken design patent for products? 3. How many design related complaints have you received from customers?	No monitoring/assessment of design capability	Design capability is assessed on a reactive basis e.g. an index of customer complaints and extent of failures found during manufacturing	Option 2 + Design capability is proactively assessed e.g. based on variation in product performance and analysis between actual and target performance	Option 3 + Design capability is continuously assessed. Benchmarks are used to compare capability on various design characteristics. There is at least 1 design patent / IPR filed	Option 4 + Product design capability is assessed in sigma level through a comprehensive score card incorporating several elements including parts, processes and performance. There are at least 2design patent / IPR available.
Product Design for Quality	D-2: Design Process and Methodologies	No	No	Plan	What is the process of design planning?	1. How does organisation identify needs and expectations of customers' vis-à-vis your product's design? a. Inputs taken from customer complaints; or b. Well-structured system exists for conducting market research 2. Which Quality tools and how effectively are these tools used in the design process?	No process of design planning	Design planning ensures customer requirements are met	Option 2 + Design planning to ensure that the customer specifications and regulatory requirements are met	Option 3 + Design planning to ensure that the manufacturing capability is met along with customer specifications and regulatory requirements	Option 4 + Simulation tools like FEA, CAD, CAE used to create design
				Deploy	How do we ensure design validation?	1. Have you developed prototype design or field trial or have you tested or simulated conditions before manufacturing?	No design validation studies done	Design Validation studies done but no prototyping done	Option 2 + Design validation done at SME through prototyping	Option 3 + Design validation done through field trials e.g. OEM testing	Option 4 + Design validation done through simulation at SME R&D

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				Monitor, refine and deliver outcome	What is the procedure for reviewing the design?	1. Is there a process for reviewing the designs? 2. What factors are taken into account while reviewing the designs? 3. What are the techniques/standards in place to optimise the design? 4. How structured and systematic is the design and development activity in an organisation? Does it follow the product design cycle: a. Design planning b. Design input c. Design reviews d. Design verification e. Design validation 5. How is design change incorporated?	All the designs are reviewed by customers only, Change control process is not followed	Reactive approach in place for review and error rectification in designs	Option 2 + Customer complaints with respect to designs are maintained with reasons for failures investigated & suitable actions taken for prevention	Option 3 + Designs are reviewed and approved by cross function team and customer on periodic basis. ECN/ECR(Engineering change note/record) process is in place	Option 4 + Designs are optimized for robustness using QE techniques as suggested in ISO 16336 on RPD (Robust Parameter Design) and Takes IPR for designs
Post production activities	E-1 : Transportation and Storage	No	No	Plan	What is the level of awareness and training on transport and storage techniques?	1. Is organisation aware of the appropriate storage and transportation conditions needed for the product? 2. What are the various practices/tools for transport and storage techniques?	Organization not aware on usage of proper methods of transportation /storage of products based on the various product types	Customer needs and requirements for transportation/storage defined and finalized	Option 2 + Improvement activities/Kaizen in place for improvement of transportation and storage conditions in addition to defined customer needs	Option 3 + Resources are trained on transportation / storage techniques Practices like FIFO, visual management in addition to defined customer needs	Option 4 + Trained resources with effectiveness check done and same implemented in operations like Modern storage facilities in place, ABC Analysis performed/preventive actions taken to improve

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the approach towards packaging & transport techniques?	1. Have you documented appropriate storage and transportation conditions of the product at various stages? 2. Do you follow documented instructions?	Approach does not exist for packaging and transport	SOPs developed including conservation and preservation for packaging and transport	Option 2 + Statutory / regulatory requirements met for packaging and transport	Customer requirement and design requirement are met for packaging and transport in addition to statutory and regulatory requirements	Proactive design through FMEA approach in addition to customer, statutory and regulatory requirements
				Monitor, refine and deliver outcome	How is transportation and storage improved?	1. How do you make improvements to transport and storage techniques? 2. What has been the trend in the customer complaints?	No improvement plan for transportation and storage	Some adhoc improvement in transportation and storage	Customer (internal/external) feedback captured, analysed and acted upon to improve transportation and storage	Option 3 + Reducing trend of customer complaint over 3 years in transportation and storage	Option 4 + ZERO customer complaints with respect to transportation/storage
Post production activities	E-2: Timely Delivery	Yes	Yes	Plan	What techniques are used to ensure effectiveness of timely delivery?	1. Do you measure effectiveness of the delivery methods? 2. What are the various tools used for timely delivery? 3. What process is established to ensure adherence to delivery timelines as per Purchase Order/Contract?	Effectiveness of timely delivery techniques not measured	Adhoc measurement of effectiveness of timely delivery techniques	Organisation has established project planning and implemented techniques like PERT, CPM to monitor project schedule	Option 3 + Lean principles / projects are deployed to enhance timely delivery adherence	Option 4 + World class organization standards are taken as benchmark and improvement initiatives/programs are deployed to meet the benchmark
				Deploy	What is the % adherence to process delivery contracts?	1. In what percent of contracts is timely delivery achieved?	Process contract agreement not defined and documented	Adherence to process delivery contracts is <50%	Adherence to process delivery contracts is 50-75%	Adherence to process delivery contracts is 75-99%	Adherence to process delivery contracts is 100%
				Monitor, refine and deliver outcome	What is the level of robustness of the CAPA in case of missing contracts?	1. Are corrective actions initiated on incidents of delayed deliveries? 2. Are these actions effective?	No system in place to track and monitor missing contracts	Delivery delays identified	Delivery delays identified and Corrective actions taken	Option 3 + Corrective actions taken on delivery delays and risk mitigation done to prevent recurrence	Corrective actions taken on delivery delays and risk mitigation done to prevent recurrence and effectiveness is also measured

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Post production activities	E-3: Customer Education for Product Usage Maintenance and Service	No	No	Plan	How do you transfer knowledge to customer on product usage, maintenance and services?	1. Is there a documented policy for educating the customers? 2. Do you have a team to educate customers? 3. What is the mode for educating the customers?	There is no documented process/policy for transfer of knowledge on product usage to customers	Process has been laid down and a team is established to manage customer knowledge	Option 2 + Leaflets / user manuals available in addition to process and team for managing customer knowledge	Option 3 + Usage of videos and other mediums (white papers, eBooks and newsletters etc.) for product demonstration	Option 4 + In person training at customer end by using videos and other mediums (white papers, eBooks and newsletters etc.) for product demonstration
				Deploy	What is % adherence to the customer education process?	What is the industry benchmark?	No adherence to customer education process	>30% adherence to customer education process	30-60% adherence to customer education process	60-95% adherence to customer education process	>95% adherence to customer education process
				Monitor, refine and deliver outcome	What is the feedback mechanism to ensure effectiveness of the customer education process?	1. Is there a review mechanism in place for effectiveness of customer education? 2. Do customers contribute to improvement ideas?	There is no target and review mechanism to see effectiveness of the customer education process	Reactive approach is followed to handle customer queries related to product understanding	Option 2 + Targets and review mechanism for the customer education process in place and Improvement ideas are taken from customers	Option 3 + Customer satisfaction index established and actions are taken basis the index received. CAPAs in place and Customers testimonials are taken and displayed within organizations	Option 4 + World-class technology enablement (e.g. webinars, eBooks, eLearning courses, IVR) to highlight and solve customer pain points and educate customers
Post production activities	E-4 : Customer Service	No	No	Plan	How is the customer service function organized?	1. Is there a separate customer service team? 2. Do you document customer service queries? 3. Is the effectiveness of the resolutions tracked?	No separate team for customer service	Team exists for customer service and process laid down, queries documented but not implemented	Option 2 + Customer service queries are documented and implemented by a dedicated team	Option 3 + Customer service camps planned and desired service levels achieved in addition to documentation of queries	Option 4 + Effectiveness of the resolutions tracked

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				Deploy	What percentage of queries are resolved within TAT?	Are resolved queries tracked?	No tracking mechanism for % of queries resolved within TAT	<50% queries resolved within TAT	50%-75% queries resolved within TAT	75%-95% queries resolved within TAT	>95% queries resolved within TAT
				Monitor, refine and deliver outcome	What is the level of robustness of the CAPA taken in case of complaints?	1. Do you take CAPAs to resolve complaints? 2. Is the effectiveness of the CAPAs tracked?	No system in place to track and monitor customer complaints	Gaps in customer service identified	Option 2 + Gaps in customer service identified and Corrective actions taken	Option 3 + Gaps in customer service identified, corrective actions taken and risk mitigation done to prevent recurrence	Option 4 + Effectiveness of corrective actions measured in addition to gap identification and risk mitigation done to prevent recurrence
Process Design for environmental management	F-1: Technology Selection and Continual Upgradation	Yes	No	Plan	Is technology selection done keeping environmental impact in mind?	1. Do you provide weightage to environmental impact while selecting a technology? 2. Is there any technology upgradation plan for environmental performance enhancement?	Environmental impact not considered for technology selection	Environmental impact are identified and documented during technology selection	Option 2 + Environmental impact assessment done before any technology selection and has up to 25% weightage while selecting a technology	Option 3 + The organization creates an upgradation plan for technology over short/ medium term for environmental performance enhancement	Option 4 + Organisation has started focusing towards elements of Green technology for manufacturing of products for sustainable business development
				Deploy	What is the level of consideration of environmental impact while opting for upgraded technology?	1. Do you consider environmental impact while selecting a technology? 2. Is there a documented policy for the same? 3. What is trend of environmental impact of the new technologies?	Environmental impact not considered while selecting for upgraded technology	Environmental impacts are identified and documented during technology selection but not implemented completely	Option 2 + Policy in place to consider environmental aspects while selecting/developing /sourcing technology / process for product and Implementation and effectiveness of upgradation measures reviewed on periodic basis	Option 3 + Policy in place to consider environmental aspects while selecting/developing /sourcing technology / process for product and Implementation and effectiveness of upgradation measures reviewed on periodic basis	Option 4 + Review happens at top management level and shows continuous reduction in environmental impact of upgraded technology

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	What is the monitoring and reviewing mechanism in place?	1. How many processes, machines, etc. are covered?	No monitoring and Review Mechanism	Adhoc basis of monitoring and Review across the factory	50% Processes, Machines, Furnaces, chemical plant etc. are covered and environmental wastes measured for all of them	50% to 80% Processes, Machines, Furnaces, chemical plant etc. are covered and environmental wastes measured for all of them	Continuous monitoring and review of all processes / plants/machinery
Process Design for environmental management	F-2: Systems for Abatement of Effluent, Emissions and Wastes	Yes	Yes	Plan	What is the approach towards ensuring reduced effluents, emissions and wastes?	1. Do you monitor legal requirements with respect to environment? 2. What is the standard followed for benchmarking your processes?	Adhoc approach to ensure reduced effluents, emissions and wastes	A compliance register has been developed identifying the legal requirements that the organisation has to meet from environmental aspect	Option 2 + A compliance register has been developed identifying the legal requirements that the organisation has to meet from environmental angle and the requirements have been implemented	Option 3 + Organisation has put in place the environment management system	Option 4 + System in place to benchmark the process in use against world's best for the products for minimum effluent, emission and wastes
				Deploy	What is the infrastructure in place to ensure best environment performance?	1. Do you have right equipment to address major effluents/emissions? 2. Is your technology focused on phasing out use of hazardous substance?	No infrastructure in place to ensure environment performance	Plant equipment are in place to address major effluents / emissions	Option 2 + Plant equipment are in place to address complete compliance effluents / emissions and has systems to handle and disposal of wastes	Option 3 + Organisation has optimised the use of raw materials and other inputs by extensive recycle and reuse	Option 4 + Continually upgrades technology/process to phase out use of hazardous substances and improve environmental performance going beyond statutory norms

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				Monitor, refine and deliver outcome	What is the mechanism for ensuring environmental compliance?	<ol style="list-style-type: none"> 1. Do you review environmental compliance? 2. What is the frequency of review? 3. Is the review done by any external party? 4. Do you measure bottom line impact of environmental compliance? 	No mechanism for ensuring environmental compliance	System in place for yearly checking of environmental compliance	Option 2 + System in place for semi-annually checking of environmental compliance	Option 3 + Quarterly internal audit and yearly external audit of environmental compliance is carried out	Option 4 + Publishes its 'sustainability report' addressing Triple bottom line Impact measurement (Environment, social and economic)
				Monitor, refine and deliver outcome	What % improvement is observed in environmental variances?	<ol style="list-style-type: none"> 1. What actions are taken on variances? 2. Do you measure improvements in environmental variances? 3. How do you check improvements in environmental variances? 	No improvement observed in environmental variances	<50% improvement observed in environmental variances	50%-75% improvement observed in environmental variances	Option 3 + 75%-95% improvement observed in environmental variances	Option 4 + >95% improvement observed in environmental variances
Process Design for environmental management	F-3: Systems for Energy Efficiency	Yes	Yes	Plan	What is the level of planning for energy savings?	<ol style="list-style-type: none"> 1. Is energy performance a focus area for management? 2. What are some of the measures taken for energy saving? 	No planning for energy savings in place	Important energy performance indicators have been defined	Energy performance parameters are fully defined	Option 3 + Energy saving is a key focus area of the organisation. This is reflected in planning across the organisation, regular energy audits, and energy efficient purchases	Energy performance indicators defined and are linked to business strategy and business performance
				Deploy	What is the condition of electric meters?	<ol style="list-style-type: none"> 1. Are the electric meters in good condition and are they regularly checked for performance ? 	Installed meters are either not working or not used for internal controls and inferences	Separate meters are installed in high energy consumption areas and logs are maintained	Option 2 + Meters are installed in areas of energy consumption and regularly monitored	Option 3 + System in place for regular calibration and robust maintenance of all energy measurement equipment	Option 4 + World class technology used with long term focus on energy conservation and improvement in addition to calibration of meters in areas of high energy consumption

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the status of energy management system?	1. How do you review energy performance and by whom ? 2. What are the latest technologies that have been adopted for energy management?	No Planning for Energy Saving in Place	Some basic equipment such as power capacitors installed. No technology investments planned. Efforts are mainly people driven for which they are trained	Option 2 + Energy saving devices like variable frequency drives and power capacitor banks are installed. Targets are fixed for energy conservation and accordingly plans are made. Progress reviewed at HOD level	Option 3 + System of regular review by top management on energy conservation measures and best available technologies for improving energy efficiency	Option 4 + Advocating energy management system to external audiences and forming new energy management partnerships for innovation and R&D
				Monitor, refine and deliver outcome	What is the mechanism for ensuring energy efficiency?	1. How do you check energy efficiency?	No mechanism for ensuring energy efficiency	System in place for yearly checking of energy efficiency	System in place for semi-yearly checking of energy efficiency	Option 3 + Quarterly internal audit and yearly external audit of energy efficiency is carried out	Option 4 + Publishes its 'energy efficiency" report
				Monitor, refine and deliver outcome	What % improvement is observed in variances?	1. What actions are taken on variances? 2. Do you measure improvements in variances? 3. How do you check improvements in variances?	No improvement observed in variances	<50% improvement observed in variances	50%-75% improvement observed in variances	75%-95% improvement observed in variances	>95% improvement observed in variances
Process Design for environmental management	F-4: Systems for Natural Resource Conservation	Yes	Yes	Plan	What is the level of focus on natural resource conservation?	1. What are the targets for natural resource conservation?	No focus on natural resource conservation	Identification of the natural resources used by the organization, establishing a system of measurement of natural resources consumption	Option 2 + Organisation has developed an action plan for reduction of usage of natural resources	Option 3 + Goals for natural resource conservation in place and >60% of its targets are achieved	Option 4 + Action plan in place to reduce the use of natural resources by 2 - 5% every year

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What are the various measures implemented for natural resource conservation?	1. What are some of the projects undertaken for natural resource conservation? 2. What are the key highlights that have been achieved in natural resource conservation?	No actions identified for natural resource conservation	Ad-hoc low cost measures for natural resource conservation developed e.g.. Natural lighting, paper re-use, water wastage prevention etc. People are trained on conservation	Option 2 + Identified important areas of resource conservation such as (as applicable) heat exchangers, solar water heating / P V panels, investments in hydro / wind projects	Option 3 + Time bound action plan in place for conservation of identified natural resources and increasing use of renewable resources	Option 4 + Processes including raw materials are continually reviewed to maximize conservation of natural resources. A strong education program in place for judicious use of natural resources. Visual management highlighting benefits of natural resource consumption in place
				Monitor, refine and deliver outcome	What is the mechanism for monitoring of natural resource conservation?	1. Is any system in place for regular checking of natural resource conservation 2. Who monitors it?	Nothing in place for checking of natural resource conservation	System in place for yearly checking of natural resource conservation	Option 2 + System in place for half yearly checking of natural resource conservation	Option 3 + Quarterly internal audit and yearly external audit of natural resource conservation is carried out	Option 4 + Publishes its 'natural resource conservation" report
				Monitor, refine and deliver outcome	What % improvement is observed in variances?	1. What actions are taken on variances? 2. Do you measure improvements in variances? 3. How do you check improvements in variances?	No improvement observed in variances	<50% improvement observed in variances	50%-75% improvement observed in variances	75%-95% improvement observed in variances	>95% improvement observed in variances

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Process Design for environmental management	G-1: Installation of Environmental Protection and Measuring Systems	Yes	No	Plan	What is the level of awareness on environmental protection and measuring equipment?	1. Do you have environment protection and measuring equipment? 2. How do you track the environment performance?	No awareness on environmental protection and measuring equipment	Training provided on environmental protection and measuring equipment to key people on the shop floor But commissioning of production units not held up if ETPs or emission control equipment are not ready	Option 2 + Service manuals are in place for all the environmental protection and measuring equipment. Regular calibration activities are performed on these equipment's to ensure correct output	Option 3 + Satisfactory dry trial runs of all environmental protection and measuring equipment are completed before commissioning of the complex	Option 4 + Highly intelligent measurement systems are also installed to track the performance of the effluent treatment and emission control equipment
				Deploy	What equipment are installed for environmental compliance?	1. What type of measuring instrument are installed? 2. How does instrument ensure compliance?	No equipment installed, No system of measuring environmental discharges and compliance	Selective equipment only along with production units	All Necessary equipment deployed in firm	Pollution control facilities installation happens before taking up any commissioning activities	Highly intelligent measurement systems are integrated with the production process
				Monitor, refine and deliver outcome	What is the status of environmental protection and measuring equipment?	1. What is the procedure followed for environment protection equipment during the period of commissioning?	No environmental protection and measuring equipment identified. Main focus is on completion of production plants	Selective environmental management equipment taken up simultaneously with the production units	Option 2 + Necessary environmental management & measuring systems are completed before taking up commissioning activities and Continuous equipment upgradation in place	Option 3 + Installation of all production units and environmental management & measuring systems are completed before taking up commissioning activities and Continuous equipment upgradation in place	Option 4 + EMS backed by highly intelligent measurement systems are fully integrated with the production process and are in place prior to commissioning

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Production and maintenance activities	H-1: Planned Maintenance of Environmental Management Systems	Yes	No	Plan	What is the approach towards planned maintenance (PM) plan of environmental management systems?	1. Is there a plan for planned maintenance? 2. What is the extent of its adherence to environmental management systems?	No PM plan for environmental management systems	PM plan available for <50% environmental management systems	PM plan available for 50%-70% critical environmental management systems	PM plan available for 70%-99% environmental management systems	PM plan available for all environmental management systems
				Deploy	What is the % adherence to maintenance plan?	1. What is the level of adherence to the plan? 3. What is the extent of adherence to this schedule?	No system of planned maintenance	Adherence to planned maintenance is <50%	Adherence to planned maintenance is 50%-75%	Adherence to planned maintenance is 76%-99%	Adherence to planned maintenance is 100%
				Monitor, refine and deliver outcome	How do you measure effectiveness of maintenance?	1. How do you measure the effectiveness of maintenance activities? 2. Do you measure MTTR and MTBF? If yes, then for what % of critical machines? 3. What benefits has the organisation derived so far from this exercise?	Effectiveness not measured for environmental management systems	Adherence measured on adhoc basis for environmental management systems	MTTR and MTBF measured at <30% environmental management systems	MTTR and MTBF measured at 30-60% environmental management systems	MTTR and MTBF measured at >60% environmental management systems and it shows an improving trend
Production and maintenance activities	H-2: Planned Maintenance of Energy Control Systems	No	No	Plan	What is the approach towards planned maintenance (PM) of energy control systems?	1. Is there a plan for planned maintenance? 2. What is the extent of its adherence to energy control systems?	No PM plan for energy control systems	PM plan available for <50% energy control systems	Option 2 + PM plan for 50%-70% critical energy control systems	Option 3 + PM plan available for 70%-99% energy control systems	Option 4 + PM plan for all energy control systems
				Deploy	What is the % adherence to maintenance plan?	1. What is the level of adherence to the plan? 2. What is the extent of adherence to this schedule?	No system of planned maintenance for energy control systems	Adherence to planned maintenance is <50%	Option 2 + Adherence to planned maintenance is 50%-75%	Option 3 + Adherence to planned maintenance is 76%-99%	Option 4 + Adherence to planned maintenance is 100%

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	How do you measure effectiveness of maintenance?	1. How do you measure the effectiveness of maintenance activities? 2. Do you measure MTTR and MTBF? If yes, then for what %age of critical machines? 3. What benefits has the organisation derived so far from this exercise?	Effectiveness not measured for energy control systems	Adherence measured on adhoc basis for energy control systems	MTTR and MTBF measured at <30% energy control systems	MTTR and MTBF measured at 30-60% energy control systems	MTTR and MTBF measured at >60% energy control systems and it shows an improving trend
Product Design for Environment	I-1: Design Compliance with Regulatory Requirements	No	No	Plan	How are compliance requirements considered in design and development?	1. How do you incorporate environment compliance requirement in design?	No process to consider compliance requirements in design and development	Design ensures that customer requirements are met	Option 2 + Design meets customer specifications, regulatory and statutory requirements	Option 3 + System in place integrating environmental regulatory	Option 4 + Proactive approach in developing environment friendly products using environment friendly raw materials which go beyond the regulatory environmental considerations
				Deploy	What is the procedure for reviewing the design?	1. Do you review development and designing of product on regular basis? 2. Do products fulfil compliance with environmental regulatory requirements?	No design review done	Reactive approach in place for review and error rectification of designs	Option 2 + Regulatory queries are maintained with reasons for failures investigated & suitable actions taken for prevention of design failure	Option 3 + Designs are reviewed and approved by cross function team on periodic basis. ECN/ECR(Engineering change note/record) process is in place	Option 4 + Designs are optimized for robustness using advanced tools and techniques to meet regulatory requirement in addition to review by cross functional team

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	What is the procedure for testing and accepting products for regulatory compliance requirements?	1. What are testing criteria for acceptance of products?	No procedure for testing and accepting products for regulatory compliance requirements	Standards followed in adhoc cases for testing and accepting products for regulatory compliance requirements	Option 2 + Standards defined by customer is followed for regulatory compliance requirements	Option 3 + Meets national standards for regulatory compliance requirements	Option 4 + Meets International regulatory standards for all products for regulatory compliance requirements
Post production activities	J-1: Disposal After Use	No	No	Plan	How appropriately are the post usage instructions communicated?	1. How do you instruct customers to handle products after use and how do you communicate this to your customers?	No instructions on environmentally safe disposal of products after use	Only basic information on use, storage and safe disposal of its products after use mentioned in packaging	Option 2 + Organisation has done assessment for disposal of product in an environment friendly manner after its use and communicated through product literatures to its customers While designing and manufacturing of a product life cycle of product has been considered (Crude to grave)	Option 3 + Complete information on safe disposal of its products after use printed on packaging. Wide publicity to the same for educating the customers is done. Education in the form of forums, blogs, Video's / Online channels like You-tube etc. done	Option 4 + As a policy, reviews the potential negative impacts of its products after use and adopts state-of-the-art technology including use of alternate raw materials to reduce such impacts.
				Deploy	How is the customer education done?	1. Do you have any mechanism for customer education on safe disposal and return policy for environmentally unsafe disposal items?	Customer education on safe disposal not done	Adhoc instructions on safe disposal	Option 2 + Detailed instructions on safe disposal and return policy for environmentally unsafe disposal items	Option 3 + Detailed instructions on its use, storage and safe disposal mentioned on the packaging	Option 4 + Customers are educated in addition to detailed instructions on packaging

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	How are products monitored, reviewed and improved for disposal?	How many products(in %) are covered under monitoring and review? What methods/mechanisms are in place to monitor and review ? What corrective actions are taken?	No monitoring and Review Mechanism	30% Products are covered	50% products are covered	All products are covered Customer awareness survey Index	Continuous monitoring and review in place
Facility	K-1: Plant Layout	No	No	Plan	Is the layout design available and appropriately built and revised as per operations requirements?	1. What are the improvements areas being worked upon the current layout to optimize?	Existing layout does not have provisions for future expansion or changes to the product mix	Specific team established responsible for plant layout out to ensure layout conducive to linear material flow	Option 2 + Layout supports full segregation of material based on grades and types, rework, reject status on the shop floor	Option 3 + Reduction in material distance, time and manpower is measured and reviewed for continual improvement	Option 4 + Focus on Multipurpose machines / equipment to avoid space constraints
				Deploy	How do you ensure improvements In layout? What are the principles/tools used to improve layout?	1. What is the material flow? 2. Are people trained and teams formed for improvement in layout? 3. Have they contributed in improvement of plant layout? 4. Are the principles of lean incorporated in improving the layout?	No specific team available to ensure improvements In layout	People are trained and teams are formed for improvements in layout. Specific team established responsible for linear flow	Option 2 + Layouts are reviewed periodically and improved	Option 3 + Comparison of Various layout options with the help of cross functional team. Lean principles & process is established in organization	Option 4 + Lean Layout solutions have Improved Safety and reduced Production Lead times. Cellular designs
				Monitor, refine and deliver outcome	What is the existing format for plant layout?	1. Is there a review/monitoring mechanism in place for improvement in plant layout? 2. Is the material flow from stores to finished good area even and smooth?	-Unorganized way of plant layout, machines / equipment's are kept unsystematically , no specific flow is maintained	Some efforts to improve plant layout, e.g. Wastes attributed to unplanned layout are identified, pathway markings available	Option 2 + Layout considers flow from raw material receipt to dispatch point with straight line pathways	Option 3 + Visual management of total flow and plant layout exist	Option 4 + Regular monitoring of benefits of improved layout is done for PDCA

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Facility	K-2: Material Management	No	No	Plan	What is the level of robustness of the SCM practices? What are the processes involved? Is SOP available for SCM practices?	1. What is the relationship between the company and the vendors? 2. How do you communicate to vendors and agree on the delivery terms? 3. How many joint contract agreements do you have?	SCM practices remains unstructured and ill-defined. Individual heroics and working around the system are what makes things happen. Organisational structures are based on the traditional functions not horizontal supply chain processes	Basic SCM processes such as order commitment, procurement and inventory management are defined and documented	Option 2 + Advance planning and scheduling (APS) begins to occur, providers are given access to actual planning schedules so that they can have the right equipment available and resource -alert at the right point - A well-defined demand /supply balancing processes that combines forecasting and planning with sourcing and manufacturing is evident at this level	Option 3 + The company, its vendors and suppliers, co-operate at process level. SCM measures and management systems are deeply imbedded in the organisation. Joint contract agreements are used - Firms create "win-win" solution through closure cooperation, frequent communication and partnership	Option 4 + Trust and mutual dependency are the glue holding the extended supply chain together. The firms have applied activity based costing to determine the cost per unit across the end to end network, they work together on the most cost-effective methodology while keeping customer rating at industry-best standards
				Deploy	What system/techniques are in place to minimize inventory?	1. What are the inventory levels for different items?	No system in place to minimize inventory	Adhoc methods to control inventory	Option 2 + Demand characteristics like volatility , seasonality, latency and short order lead times are routinely factored in for managing the supply chain	Option 3 + Inventory management is based on the control and optimization of product supply. Clear processes and roles for making replenishment , production and sourcing decisions are in place	Option 4 + Suppliers are enabled to produce and deliver materials in a timely, low cost fashion that allows to further minimize inventory and cost of materials while elevating supplier's competitiveness

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the % timely availability of material?	How much delays are faced in timely delivery of raw material?	Frequent delays in availability of material	80-90% timely availability of material	90-95% timely availability of material	>95% timely availability of material	Just in time for the materials for all products / assemblies / components
				Monitor, refine and deliver outcome	What is the existing inventory management system?	1. How do you focus on reducing inventory?	Higher inventory levels are maintained to ensure there are no stock-outs	Materials management team analyses demand consumption pattern to decide the stock levels	Option 2 + The decided stock levels are maintained and reviewed to ensure reduction in inventory	Option 3 + The reduction in inventory at all stages such as raw material , WIP, Finished good, etc. is measured and reviewed for improvement	Option 4 + Warehouse management system , Information sharing and communication based on Internet has led to improved Inventory Turnover ratio consistently on year to year basis
Facility	K-3: Material Handling Systems	No	Yes	Plan	What are the design principles of the material handling systems?	1. What are some of the new design requirements that you have incorporated in material handling systems?	Material handling systems are all manual	Focus area of Material handling systems is to reduce cost, eliminate movement related quality issues	Option 2 + Focus area of Material handling systems is to eliminate wasted time of operators /other resources and build quality into workplace system Improvement goals and plans are made with the team after awareness training and participation	Option 3 + Material handling systems have been designed commensurate with products sensitivity and incidence of handling defects. Objective of the organisation is to keep the employees safe, keep the products supplied to the customer safe and improve supply management	Option 4 + Automated material handling systems in place and lean concepts implemented

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Plan	What is the level and scope of training on material handling and hazardous material?	1. How do you handle hazardous material?	No training on material handling and hazardous material	Training only given to crane operators on material handling and hazardous material	Option 2 + Few operators are trained through informal techniques on material handling and hazardous material	Option 3 + Formal training being imparted and only critical operators are trained on material handling and hazardous material	Option 4 + All concerned people trained on material handling and hazardous material. Crane operators / hazardous material handling operators certified
				Deploy	How do you ensure productivity and quality through material handling systems?	1. How do you resolve issues related to material handling ?	Material handling is not seen as activity that can improve productivity and quality	Team organized to identify handling issues at each stage, e.g.. Material receipt , Inspection/ acceptance, Storage etc.	Option 2 + Plan is in place to establish material handling system which is efficient, flexible, easy to deploy, scalable and affordable. Detailed SOP's and processes / Ready references for usage of right tool for the job -Quality defects /damages attributed to handling are identified and CAPAs taken	Option 3 + Benefits of material handling systems are being measured in terms of: Response and retrieval time Productivity of inventory Elimination of unnecessary operations Maximized floor space utility Security and safety Good house keeping	Option 4 + Continuous PDCA for sustaining and improvements material handling systems

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Human resources	L-1: People Development Plan	No	Yes	Plan	What is the current status of people development plans?	1. How do you conduct appraisals? 2. How do you identify development needs of individuals?	No system/process for creating people development plans	Employees understand their roles and responsibilities and their current capability to perform the roles and responsibilities	Option 2 + Comprehensive employee development plans are created for employees	Option 3 + A system has been established for people development with individual development plans for all employees , on-going coaching and feedback and a formal performance review	Option 4 + Regular feedback from employees used to improve initiatives for employee development
				Deploy	What is the criteria for deploying people for different tasks?	1. Do you have a competency matrix / skill matrix? 2. How do you carry out multiskilling of operators?	Adhoc basis for deploying people for different tasks	Basic skill mapping system in place backed with planned training and coaching for deploying people for different tasks	Option 2 + Detailed technical skill mapping done for deploying people for different tasks. Multiskilling of operators in few areas	Option 3 + Competencies extend to soft skills, environmental, safety, energy conservation areas for deploying people for different tasks. Multiskilling of operators across areas	Option 4 + Competency matrix available for deploying people for different tasks. Plan in place for allied skill development
				Monitor, refine and deliver outcome	What is the % adherence to people development plans?	1. What is the adherence to people development plan for workmen and executives?	People development plans do not exist	Less than 50% adherence to people development plans	50-75% adherence to people development plans	75-95% adherence to people development plans	>95% adherence to people development plans
Human resources	L-2: Employee Involvement Activity	No	No	Plan	Is there a defined process / SOP for employee involvement? What are the various employee engagement platforms?	1. How do you plan to involve people in improvement activities?	Not available	Available and not followed	Option 2 + Available and followed occasionally	Option 3 + Available, followed and improvements done	Option 4 + Improvements done and effectiveness checked

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the level of involvement of employees in decision making?	1. What are some of the active employee engagement programs? 2. How do you empower the shop floor to take decisions?	No involvement of employees in decision making, improvement or change as all decisions are taken by top management and issued for compliance	Employees involved activity is very limited to a few areas e.g., Shop-floor level empowerment given to managers /supervisors	Option 2 + Employee engagement programmes such as Kaizen / quality circles / suggestion schemes in place / Concept of team based working introduced	Option 3 + Business plans & performance shared with all employees with targets at all levels are drawn in consultative mode. Teams empowered to manage their work areas, with manager playing facilitators' role	Option 4 + Organisation is consistently rated in the Top Quartile in engagement score. High level of employee engagement with employee led innovations and proactive involvement of large employee pool epitomizing this culture
				Monitor, refine and deliver outcome	Is there a reward / recognition system in place? Are performances/benefits linked to participants in engagement activities?		No Policy in place	Some financial benefits / awards established	Option 2 + Visual display of award winners on shop-floor	Option 3 + Employee recognition scheme available and followed every month	Option 4 + Senior management actively involved in recognition of employees and their families
Outsourced activities	M1: Outsourced Activities : Selection, Control and Improvement	No	No	Plan	What are the systems for contracts in place?	1. Do you have an SOP for drawing agreements?	No SOP in place for drawing contract agreements	SOP for drawing contract agreements	Option 2 + Contract agreements are in place	Option 3 + Established a formal legal relationship. Develop capability to build and enforce formalized contracts	Option 4 + Long term contract / rate contracts for all key outsourced activities

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			Deploy	What is the process for vendor selection?	1. Do you have a clear understanding of supplier base? 2. What is the critical criteria you follow while selecting a vendor?	No formal selection process in place to select vendors for outsourcing	Defined selection process in place to select vendors for outsourcing but not followed effectively	Option 2 + Basic outsourcing strategy in place that aids identifying areas for outsourcing	Option 3 + Organisation has developed a deep and broad supplier base. Scout, identify and select potential partners proactively	Option 4 + Organisation has a deep understanding of what is core and what is non-core to business	
			Monitor, refine and deliver outcome	What is the performance management system for vendor selection?	1. How do you evaluate the vendors? 2. What kind of relationship do you have with vendors e.g. suppliers, Partners?	Work outsourced without any evaluation of skills and resources	Performances of only key vendors is reviewed	Option 2 + A formal selection and evaluation process for vendors exists and periodic evaluation as per the evaluation process is done	Option 3 + Clear metrics and incentives are in place. Frequent dialogue and collaborative discussions for product / service improvements and sharing of knowledge. Vendor considered as Partners and works with them to evaluate the current processes to identify improvement opportunities such as technology changes etc.	Option 4 + The strengths of outsourcing partners are identified based on reviews and used for innovation in products. Develop and apply advance sourcing strategies and deep clarity on make and Buy decisions with implementation framework	
Innovation and Creativity - Safeguarding	N-1: Trademark	No	No	Plan	What is the level of awareness on trademarks?	What steps are taken for defining and establishing trademarks as a tool?	No awareness about IPRs Potential for Violation of intellectual property rights of others	Knowledge about IPRs but no step taken to work for defining Trademarks for the Organisation	Understanding & Action to Building focus on establishing Trademarks as a strategic tool.	Involving external agencies + Marketing companies to help build capability on building trademarks. Application of The learning to building a national brand.	Integration/ Promotion of trademarks as an effective tool to generate demand and work towards building an international brand

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the scale of the branding efforts?	1. What is the brand recognition for the products? National or International?	No knowledge of brands	Limited understanding of brands	Option 2 + Branding efforts have been started & focus is on trademarks as a key branding tool	Option 3 + Company & Its Products are considered as a national brand by its customers	Option 4 + The company and the products are considered as national as well as international brands with all products being registered
				Deploy	Have the trademarks been registered?	1. How many products are registered for trademarks?	Don't Know about IPRs, may violate intellectual property rights of others. No Trademark /logo obtained from relevant authorities	Knowledge about IPRs, is available. Trademark for the industry registered	Option 2 + Trademark have been registered for the Industry and also for < 50% of the products	Option 3 + Trademark is used as a branding tool and <75% of the products are registered	Option 4 + Trademark is used as a branding tool and >75% of the products are registered
Innovation and Creativity - Safeguarding	N-2: Industrial Design	No	No	Plan	What is the level of awareness on IPR and industrial design?	1. Are the products registered for industrial design?	Don't Know about IPRs, and organisation may be violating clauses on industrial design	Knowledge about IPR clauses on Industrial design. Organization has started thinking beyond functionality and looking into eye appeal too	Option 2 + Organisation is proactive and protection is provided for a shape configuration, surface pattern, colour, or line (or a combination of these) which when applied produces or increases aesthetics and improves the visual appearance of design. Process in place for renewal of existing design	Option 3 + Legal system in place to protect against infringement of industrial design rights of organisation	Option 4 + All products are registered for Industrial Design in the name of company and enjoy market acceptability at national and international level

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What %age of products are registered for industrial design in the name of company?	Have you registered products for industrial design in the name of company?	No product registered for industrial design in the name of company	Up to 15% products registered for industrial design in the name of company	Option 2 + 15%-30% products registered for industrial design in the name of company	Option 3 + 30%-50% products registered for industrial design in the name of company	Option 4 + >50% products registered for industrial design in the name of company
Innovation and Creativity - Safeguarding	N-3: Copyright	No	No	Plan	What is the level of awareness on copyright?	1. How many products are registered under copyright ?	Don't Know about IPRs, and may be violating clauses on Copyright	Knowledge about IPR clauses on copyright	Option 2 + Organisation is proactive and protection is provided to the products in the form of a copyright	Option 3 + Legal system in place to protect against infringement of copyrights of organisation	Option 4 + Products are registered for copyright in the name of company and enjoy market acceptability at national and international level
				Deploy	What is the % of products registered for copyright in the name of the company?	Have you registered products for copyright in the name of company?	No products registered for copyrights in the name of the company	<25% of the products are registered for copyrights in the name of company	Option 2 + 25%-50% of the products are registered for copyrights in the name of company	Option 3 + 50%-75% of the products are registered for copyrights in the name of company	Option 4 + All products and process are registered for Copyrights in the name of company.
Innovation and Creativity - Safeguarding	N-4: Patent	No	No	Plan	What is the plan for filing of patents?	What steps are taken to establish a system of filing for patents?	No Plan or Process in Place	Ad-hoc Planning But no Concrete steps has been taken in establishing a plan for filing of patents	Process of generating ideas & Focus towards innovation is in place. Process to Filing of Patents is in place and the same is being used for filing of the patents	Capability to generate maximum benefits from innovative ideas and technological capabilities	Strong market position and earns additional revenue through licensing. Integration of technology & patent strategies into business

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Deploy	What is the level of awareness on patent?	1. Do you develop indigenous technology / product/ process? 2. If so, have you filed for patents?	Don't know about IPRs, and may be violating clauses on patents	Knowledge about IPRs, but do not own any patent, currently using old technology without legal complexity	Option 2 + Has filed for a patent for product/ process/ technology and organisation has started building a culture of generating ideas , a formal process of capturing, shortlisting, executing innovative ideas is in place, workmen and all other employees are motivated to work towards innovation	Option 3 + Owns domestic patents for indigenous product/process/technology. Organisation is monitoring inventions as a result of considerable efforts and long term investments in R&D, many simple and inexpensive technical improvements, of great market value, have yielded significant income and profits to their inventors or companies	Option 4 + Owns international patents for indigenous product/process/technology. Organisation has developed a strong market position and earns additional revenues through licensing
Outcomes for Quality Performance	O-1: Outgoing Quality Performance Level	Yes	Yes	Monitor, refine and deliver outcome	What is % of outgoing quality?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	Outgoing quality is not measured	Outgoing quality is < 50% of industry benchmark	Option 2 + Outgoing quality is 50-75% of industry benchmark	Option 3 + Outgoing quality is 75-95% of industry benchmark	Option 4 + Outgoing quality is >95% of industry benchmark

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	What is the value of customer satisfaction index?	1. What is the customer satisfaction index scale and at what levels are we operating?	No System established for measuring customer satisfaction Index	Customer compliant register is maintained	Option 2 + Customer Satisfaction Index is measured beyond Number of complaints received. A customer satisfaction form is in place & the satisfaction score is between 3.5 to 4.0 (on a scale of 1.0 to 5.0, 5 is the best)	Option 3 + Customer Satisfaction Index is measured beyond Number of complaints received. A customer satisfaction form is in place & the satisfaction score is between 4.0 to 4.5 (on a scale of 1.0 to 5.0, 5 is the best)	Option 4 + Customer Satisfaction Index is measured beyond Number of complaints received. A customer satisfaction form is in place & the satisfaction score is greater than 4.5 (on a scale of 1.0 to 5.0, 5 is the best)
Outcomes for Quality Performance	O-2: In Process Quality Performance Level?	Yes	Yes	Monitor, refine and deliver outcome	What is % of in-process manufacturing quality?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	In-process manufacturing quality not measured	In-process manufacturing quality is < 50% of industry benchmark	Option 2 + In-process mfg. quality is 50-75% of industry benchmark	Option 3 + In-process mfg. quality is 75-95% of industry benchmark	Option 4 + In-process mfg. quality is >95% of industry benchmark
				Monitor, refine and deliver outcome	What is the audit assessment score?	1. Is there an audit system for measuring process adherence? 2. What is the audit score?	No system established for measuring in process audit score	Process adherence audit system established & audit score is between 80% and 85%	Option 2 + Process adherence audit system established & audit score is between 85% and 95%	Option 3 + Process adherence audit system established & audit score is between 95% and 98%	Option 4 + Process adherence audit system established & audit score is greater than 98%
Outcomes for Quality Performance	O-3: Field Performance Level (based on customer defined targets for field performance)	No	No	Monitor, refine and deliver outcome	What is % of field performance level?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	<98% field performance level	98.1-99% or <50% of industry benchmark of field performance level	Option 2 + 100-5000PPM or 50-75% of industry benchmark of field performance level	Option 3 + 100-1000 PPM. 75-95% of industry benchmark of field performance level	Option 4 + <100PPM or >95% of industry benchmark of field performance level

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
				Monitor, refine and deliver outcome	What is the level of warranty/guarantee/recall?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	Level of warranty/guarantee/recall is not measured	Level of warranty/guarantee/recall is < 50% of industry benchmark	Option 2 + Level of warranty/guarantee/recall is 50-75% of industry benchmark	Option 3 + Level of warranty/guarantee/recall is 75-95% of industry benchmark	Option 4 + Level of warranty/guarantee/recall is >95% of industry benchmark
Outcomes for Process Performance	P-1: Total Employee Involvement	No	No	Monitor, refine and deliver outcome	How many employees are covered under employee engagement activities?	1. What % of employees (executives and workmen separately) are involved in idea generation?	Nothing in place to ensure employee involvement	<40% employees have been involved and as a results Ideas for Improvements generated , tracked and implemented	Option 2 + 40%- 60% employees have been involved and as a results Ideas for Improvements generated, tracked and implemented	Option 3 + 60% to 80 % employees have been involved	Option 4 + Greater than 80 % employees have been involved and > 50% employees have given one Idea for improvement
				Monitor, refine and deliver outcome	What is the performance on parameters related to total employee involvement?	1. Have you defined parameters for TEI?	Parameters for measuring TEI defined and shows increase over last year	Parameters for measuring TEI defined and are being monitored	Option 2 + Results on TEI parameters show consistent increase over last 3 years	Option 3 + Results on all parameters shows more than 50% improvements on 3 years YOY basis	Option 4 + Company results are benchmarked as best in class in industry and shows >50% improvement on YoY basis
Outcomes for Process Performance	P-2 : Scrap (% of Gross Sales)	Yes	Yes	Monitor, refine and deliver outcome	What is the amount of scrap as a % of gross sales?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	>2% scrap as a % of gross sales	0.75% - 2% scrap as a % of gross sales or <50% of industry benchmark	Option 2 + 0.5%- 0.75% scrap as a %age of gross sales or 50-75% of industry benchmark	Option 3 + 0.2%- 0.5% scrap as a %age of gross sales or 75-95% of industry benchmark	Option 4 + <0.2% scrap as a %age of gross sales or >95% of industry benchmark
Outcomes for Process Performance	P-3: Process Capability (Cp/Cpk)	No	No	Monitor, refine and deliver outcome	What % of CQAs have Cpk value of >1.0?	1. What is the industry benchmark? 2. How do you capture industry benchmark?	No concept of Cp/Cpk value	30%-50% CQAs have Cpk value of >1.0	Option 2 + 50%-75% CQAs have Cpk value of >1.0	Option 3 + 75%-95% CQAs have Cpk value of >1.0	Option 4 + >95% CQAs have Cpk value of >1.0
Outcomes for Process Performance	P-4: Overall Equipment Effectiveness	No	No	Monitor, refine and deliver outcome	What is the value of OEE?	How do you measure OEE?	No awareness on OEE, not being calculated as of now	Training has been imparted to measure OEE, data collection started. OEE is up to 50%	Option 2 + OEE is between 50% and 60%	Option 3 + OEE is between 60% and 85%	Option 4 + OEE>85%

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Outcomes for Environment performance	Q-1: Optimal Use of Natural Resources	Yes	Yes	Monitor, refine and deliver outcome	What is the improvement plan to optimize use of natural resources?	1. How do you ensure to optimize the use of natural resources? 2. How do you handle fossil fuels? 3. Is there a plan for water recycling? 4. Do you contribute to plantation? 5. What areas have been identified for renewable sources of energy?	No data exists to optimize use of natural resources	Parameters to measure natural resource usage has commenced	Option 2 + Organisation works towards continual improvement plan to improve all applicable, one or more of the following 25 % conversion from fossil fuels to clean fuel Apart from evaporation, 50 % water recycled 50% own plantation and no virgin forest is cut where wood is a consumable	Option 3 + Organisation works towards continual improvement plan to improve all applicable, one or more of the following 50 % conversion from fossil fuels to clean fuel Apart from evaporation, 75% water recycled Rain water harvesting and recharging of ground water is practiced 100% own plantation and no virgin forest is cut (where wood is a consumable)	Option 4 + Organisation works towards continual improvement plan to improve all applicable , one or more of the following 80% conversion from fossil fuels to clean fuel Apart from evaporation, 90% water recycled Organization is water positive through rain water harvesting, recharging of ground water Net positive contributor to plantation (where wood is a consumable) Organization uses renewable sources of energy in non-critical areas

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Discipline	Parameter	RO	GW	Category	Question	Supporting Questions	Option 1	Option 2	Option 3	Option 4	Option 5
Outcomes for Environment performance	Q-2: Energy Performance	Yes	Yes	Monitor, refine and deliver outcome	How do you monitor energy performance parameters?	1. How are the energy performance parameters defined? 2. Do we track adherence to the targets?	Energy performance parameters are not fully defined	Important energy performance parameters are defined and monitored	Option 2 + All energy performance indicators defined and monitored, e.g. Indicators for (1) Reduction in lighting required (2) Installing more energy-efficient lighting system (3) Usage of day lighting (4) Air distribution system loss (5) Water/Stream distribution system loss (6) Improve boiler and furnace efficiency (7) Selection of efficient /star rated cooling and heating systems (8) Installation of energy efficient motors	Option 3 + All energy performance parameters are defined and >50% of the targets set are met	Option 4 + All energy performance parameters are defined and >80% of the targets set are met
				Monitor, refine and deliver outcome	What is the % savings in energy consumption?	How much reduction in energy consumption has the organisation achieved over the last few years?	No energy saving	Up to 2% reduction in energy consumption over previous year	Option 2 + Achieves between 2% to 5% reduction over previous year in specific energy consumption for the products	Option 3 + Achieves over 5% and up to 10% reduction over previous year in specific energy consumption for the products	Option 4 + Achieves over 10% reduction over previous year in specific energy consumption for the products

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Outcomes for Environment performance	Q-3: Environmental Performance, Air/Effluent, Solid Wastes	Yes	Yes	Monitor, refine and deliver outcome	How do you monitor environmental performance measures?	1. How do you measure compliance of environment parameters? 2. Do you do anything beyond compliance requirement?	Environmental performance measures are not defined and not monitored	Critical environmental performance indicators are monitored occasionally. No CAPA if actions fall below expectations	Option 2 + All environmental parameters are monitored and show compliance at least 75% time. CAPAs are in place and regular reviews happen to discuss performance	Option 3 + Compliance of all environmental performance parameters up to 100 % of time	Option 4 + Achieves up to 5% beyond regulatory norms in environmental performance at all times.
Outcomes for Overall Company Performance	R-1: Turnover Growth	No	No	Monitor, refine and deliver outcome	What is the trend of turnover growth?	What are the turnover growth figures of last 5 financial years?	Stagnant growth in turnover	Turnover growth of 10% over last financial year	Option 2 + Turnover growth of 10% over last 3 financial years	Option 3 + Turnover growth of 15% over last 3 financial years	Option 4 + Turnover growth of 15% over last 5 financial years
				Monitor, refine and deliver outcome	What is the % of overall growth due to new product lines?	How has the growth been affected by new product lines?	No growth due to new product lines	<10% growth due to new product lines	Option 2 + 10%-20% growth due to new product lines	Option 3 + 20%-40% growth due to new product lines	Option 4 + >40% growth due to new product lines
Outcomes for Overall Company Performance	R-2: Operating Profit/ % Improvement (measured as gross profit)	Yes	Yes	Monitor, refine and deliver outcome	What is the trend of operating profit growth?	1. What is the trend in operating profit over last few years?	Stagnant growth in the operating profit	Growth of 10% in the operating profit over last 3 financial years. Risk management analysis done	Growth of 15% in the operating profit over last 3 financial years	Growth of 15% in the operating profit over last 5 financial years	Growth of 15% in the operating profit over last 5 financial years
Outcomes for Overall Company Performance	R-3: Safety Score	No	No	Monitor, refine and deliver outcome	What is the trend of man-hours lost due to industry accidents?	How many near miss incidents have been recorded over the previous few years?	Measurement of safety parameter such as man-hours lost , near misses, disability and fatality is not being done	<10% decrease in man-hours lost due to industry accidents with respect to last year	<20% decrease in man-hours lost due to industry accidents with respect to last year	Overall man-hours due to industry accidents <0.1%	Zero hour lost due to industry accidents

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				Monitor, refine and deliver outcome	How many temporary/permanent disabilities happened over time?	How many fatalities has the organisation recorded in the last 3 years?	Fatal accident or temporary disabilities happened within 1 year and no CAPA has been taken	CAPA has been taken to avoid accident	No fatal accidents or temporary disabilities in the last 1 year	No fatal accidents or temporary disabilities in the last 3 years	No fatal accidents or permanent disabilities in the last 3 years
Outcomes for Overall Company Performance	R-4: Inventory Turnover	No	No	Deploy	What is the inventory days of RM/WIP/FG?	Are inventory days measured for RM/WIP/FG?	Inventory days not measured for RM/WIP/FG	Measured only for FG	Option 2 + Measured and Actions taken to ensure delivery for FG	Option 3 + Measured and Actions taken to ensure delivery for FG/RM/WIP	Option 4 + Just in time practiced
				Monitor, refine and deliver outcome	What is the value of inventory turnover?	Is inventory turnover measured?	Inventory turnover is not measured	Inventory turnover is <5	Inventory turnover is >5-15	Inventory turnover is >15-25	Inventory turnover is >25

