

Open, structured flows of information that ensure everyone in the organization receives vital information at the right time and in the right form for right action.

The process of constructing an environment favorable to organizational learning in which vital information is available to all employees--in the right form, at the right place, at the right time.

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ No internal inspection procedures—the customer is the inspector ▪ Results-based performance measures used exclusively without awareness that they may hinder improvement ▪ Information flow is hampered by a workplace that is dirty, cluttered, and disorganized ▪ Searching for vital tools, dies, materials, documents, and personnel is time consuming ▪ Information on standards and abnormalities is not readily available ▪ Frequent abnormalities create confusion 	<ul style="list-style-type: none"> ▪ Information about defects and abnormalities is compiled in reports and given to engineers to troubleshoot quality problems ▪ Top management team makes balanced scorecard of critical process-based measures; new accounting system begins to allocate overhead according to lead time or other demonstrated causal links ▪ Workplace organization program initiated, unnecessary items are removed to clarify what is standard and normal and what is not ▪ Cleaning and organizing initiatives are intermittent; some backsliding occurs ▪ Managers use signs and wall charts to share information on standards, but-- ▪ Workers lack complete information and the ability to effectively prevent problems 	<ul style="list-style-type: none"> ▪ Information about defects and abnormalities is collected by inspectors and compiled by centralized QC department, and selectively passed to engineers for troubleshooting ▪ New process-based scorecard deployed to managers and supervisors; new accounting system deployed ▪ Workers encouraged to create visual controls (such as outlining, addressing, and labeling) that enhance organization and reduce search time ▪ Visitors can see clearly what goes where in main work areas, but storage areas, closed cabinets, and drawers are disorganized ▪ Control boards and other visual systems are used to share important information immediately and build standards into the workplace ▪ Critical abnormalities are easier to identify 	<ul style="list-style-type: none"> ▪ Each operator inspects own work; next operator reinspects it before beginning next operation; defect information is collected continuously and used by operators to target quality improvements ▪ Old results-based measures and accounting system abandoned. ▪ Workplace and storage areas are clean, well organized, and visually managed, keeping search times to an absolute minimum ▪ Cleanliness and organization are maintained by regular audits based on detailed checklists for each area ▪ Personnel take pride in the environment and discipline is high ▪ Teams develop poka-yoke devices to effectively prevent critical abnormalities ▪ Company strategy is apparent to all; abnormalities are perceived immediately 	<ul style="list-style-type: none"> ▪ Defect information is replaced by error information which operators and engineers use to develop poka-yoke devices and other preventive solutions ▪ Workplace is immaculate and “transparent”; workforce is highly disciplined ▪ At-a-glance visual control of workflow, inventory, and all operating and work area standards ▪ Cleaning is reduced or eliminated by solutions that control dirt and contamination at their sources ▪ All employees continuously improve visual control systems to enhance transparency and adherence to standards ▪ All abnormalities are immediately corrected or prevented