



## Directions

- **Goal: to determine the current state of our Lean knowledge in order to build a training curriculum that best meets the department's needs.**
- **The following 3 pages of questions are meant to identify the learning needs of the organization, and not your individual knowledge.**
- **If you find a question that you cannot answer, please leave it blank; do not guess. A blank answer will tell us that we may need to work on that concept or term.**
- **Take this quiz individually, do not work with others.**
- **Your facility manager or supervisor will provide you with any amount of time necessary to fill out the quiz; there is no time limit.**
- **Once you have completed the quiz, please insert it into the Quiz envelope and inform your manager that you have done so.**
- **Thank you,**
- **Continuous Improvement Steering Committee**



# Lean Knowledge Survey



Greetings from the Continuous Improvement Steering Committee!

We have been tasked with making recommendations to Senior Management regarding opportunities for improvement.

The goal of this survey is to determine our current state of Lean knowledge in order to build a training curriculum that best meets the department's needs.

	(Circle one)	TL Vet Services	RAT	RAS	Admin/Training Leadership
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## Section A

True or False (Circle one or leave blank if you do not know answer)

- |  |   |   |
|--|---|---|
| 1 – Lean is all about reducing number of staff   | T | F |
| 2 – Lean is just about reducing costs  | T | F |
| 3 – Lean is top-down management  | T | F |
| 4 – Lean requires everyone to work harder  | T | F |
| 5 – Lean management enables an organization to provide what the customer wants when and where they want it                                     | T | F |
| 6 – A painful process is OK if you get the work done   | T | F |
| 7 – Problem-solving means that my first idea is always the best one  | T | F |
| 8 – Lean teaches us to check for quality only at the end of the process  | T | F |
| 9 – “Voice Of the Customer” builds on knowing and understanding the expectations of the customer   | T | F |
| 10 – Walking to a distant storage room for supplies is value-added   | T | F |
| 11 – Employee engagement is found in a culture that challenges, inspires, and leverages employee creativity                                    | T | F |
| 12 – Workplace organization develops a culture where problems are easier to identify   | T | F |
| 13 – Standard work is the best known method developed by the team for everyday tasks   | T | F |
| 14 – If a customer knew about all the waste in the process, they would gladly pay for it   | T | F |
| 15 – Producing more than is necessary for the customer is value-added  | T | F |
| 16 – Lean thinking is a required component of my job   | T | F |
| 17 – Overstocks of supplies can cost the customer money  | T | F |
| 18 – Assembling dirty cages in the housing room, placing them on a cart, T then disassembling them in cage wash is an example of wasted motion | T | F |
| 19 – Root cause analysis involves 5-Whys and Fishbone methods  | T | F |
| 20 – In Lean management, the expert on husbandry tasks is the Team   | T | F |

Years of Service: (check 1)

- 0-6 months
- 6-12 months
- 12 months – 2 years
- 2 years – 3 years
- 3 years – 4 years
- 4+ years

**Section B**

**Multiple Choice (Circle one or leave blank if you do not know answer)**

21 – PDCA is a problem-solving method that utilizes:

- a) Bandaid solutions
- b) Root Cause Analysis
- c) Only common sense
- d) Senior management directives
- e) None of the above

22 – Customer satisfaction can be achieved by:

- a) Cleanliness and organization
- b) Eliminating waste in every process
- c) Involving the customer
- d) Meeting customer needs
- e) All of the above

23 – Continuous improvement is NOT achieved through:

- a) Team problem-solving
- b) Ignoring employee feedback
- c) Identifying waste
- d) Using PDCA on every problem
- e) All of the above

24 – Problem-solving involves all of the following steps EXCEPT:

- a) Identifying the problems as a team
- b) Root cause analysis as a team
- c) Jumping to solutions as individuals
- d) Defining current state as a team
- e) Brainstorming countermeasures as a team

25 – 5S incorporates these steps:

- a) Sort
- b) Straighten
- c) Shape
- d) a and b
- e) all of the above

**Section C**

Complete the definition by selecting the correct term from the list below or leave blank if you do not know answer

<b>Andon</b>	<b>JDI</b>	<b>MRS</b>	<b>Spaghetti Map</b>	<b>TWI</b>	<b>VSM</b>
<b>Countermeasure</b>	<b>Kanban</b>	<b>PDCA</b>	<b>Takt Time</b>	<b>Visual Control</b>	<b>5S</b>
<b>Gemba</b>	<b>Lead Time</b>	<b>Pull System</b>	<b>Team Lead</b>	<b>VPP Board</b>	<b>8- Wastes</b>

Fill in only the terms that you are familiar with. For those terms you are not familiar with, please leave the space blank.

- a - A visual representation of the flow of material, information, and product is called a \_\_\_\_\_
- b – A term used to stop & “pull the cord” to solve problem before it gets worse or continues is called \_\_\_\_\_
- c – A signal card that triggers an event to happen and creates “pull” (ie: when to order items, how many items to produce) is called a \_\_\_\_\_
- d – A replenishment system that is developed by the team which ensures that supplies will not run out is called a \_\_\_\_\_
- e –A step-by-step training system that explains “why” each step is important is called \_\_\_\_\_
- f – A visual signal or sign at the point of use that clarifies what and where work needs to be done is called a \_\_\_\_\_
- g – When producing only what the customer needs and requests is called a \_\_\_\_\_
- h - A freeform diagram that often shows the path of wasted motion from room to room is called a \_\_\_\_\_
- i – A simple idea the team agrees on that eliminates waste and is implemented with minimal effort is called a \_\_\_\_\_
- j - A central communication area where team ideas and work expectations can be shared daily is called a \_\_\_\_\_
- k - The area where a problem occurs and where the work happens for observation & analysis is \_\_\_\_\_
- l – This “drum beat” sets a regular, predictable pace that meets the demand of the customer is called \_\_\_\_\_

State what “lean” means to you in a few words or one or two sentences.

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How would you approach this problem?

You notice that team members and customers are having problems. You have heard some grumbling from Customers, but it hasn’t become a formal complaint. A team member was bruised when performing this task, and everyone avoids doing it, or does it poorly. What are the steps you would take to approach this problem?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_