

Figure 8.7 Six Sigma Audit Checklist

Process	Six Sigma Audit Questions	Assessment
Commit to Six Sigma	Leadership has been trained in the Six Sigma concepts and methodology.	
	Leadership has identified drivers for implementing Six Sigma.	
	Business opportunity analysis has been performed based on market position, competitive assessment, and corporate performance.	
	The cost and benefit analysis of the Six Sigma initiative has been completed and utilized in making commitment to Six Sigma.	
	Executive compensation or incentives have been linked to success of the Six Sigma initiative.	
	A commitment to Six Sigma and expectations in growth and profitability have been developed and communicated to all employees.	
	CEO has established a quantifiable and verifiable measure of success of the Six Sigma initiative.	
Appoint a Six Sigma corporate leader	The corporate Six Sigma Champion directly reports to CEO or equivalent.	
	The Six Sigma Champion has adequate education, sufficient analytical skills, and strong communication and presentation skills.	
	The Six Sigma Champion possesses necessary leadership, sales, and persuasion skills.	
	The Six Sigma Champion has been given a very clear job description identifying goals and objectives, expected deliverables and performance measures, potential compensation.	
	The Six Sigma Champion has necessary resources and authority to make decisions about the Six Sigma initiative.	

Figure 8.7 Six Sigma Audit Checklist

Process	Six Sigma Audit Questions	Assessment
Identify key areas for profitability improvement	A list of potential projects based on the business opportunity analysis that would contribute to the profitability of the company has been developed.	
	Projects have been prioritized based on their impact on customer satisfaction, performance improvement, sales, profitability, or employee satisfaction.	
Planning for Six Sigma	CEO's staff has been trained in project management, statistical thinking, innovative thinking, and process thinking.	
	A Six Sigma roadmap and an implementation plan have been developed with clear milestones in various departments.	
	Critical resource requirements for making the Six Sigma initiative successful have been identified.	
	Corporate organization chart includes the responsibility of Six Sigma initiative, and other key players.	
	Departmental expectations have been established, documented, and communicated.	
	Barriers to the progress of Six Sigma have been identified and addressed for mitigation.	
Implement performance measurement system for the Six Sigma initiative	A corporate scorecard has been established to monitor savings and changes in growth and profitability.	
	Periodic Communication meetings to report progress of the Six Sigma initiative have been scheduled.	
	Performance levels and trends of key performance metrics (Q,T,C) of each department are reported.	
	Executive review process of the Six Sigma initiative has been established.	
	Method to share company's success stories with stakeholders has been set up.	
	Action items to remedy the bottlenecks and correctives actions are publicized.	

Figure 8.7 Six Sigma Audit Checklist

Process	Six Sigma Audit Questions	Assessment
Establish a Six Sigma performance driven compensation system	A process for CEO recognition of employees for exceptional improvement has been established and implemented to inspire more success stories.	
	A plan to share savings from the Six Sigma projects has been established and communicated to all employees.	
	Performance review system has been established to assess employee performance against the goals and objectives.	
Conduct basic training for employees	Process and Statistical thinking training is provided to all employees, including the leadership.	
	Overview of the Six Sigma methodology has been presented to and understood by all employees.	
	Innovative thinking training is provided to all employees for achieving breakthrough process improvement	
	Training for management time is offered to all employees for managing multiple projects or priorities.	
	Corporate vision and values are communicated to, understood by all employees, and used in making decisions.	
Conduct project driven Six Sigma training	Six Sigma training needs have been assessed based on the list of projects.	
	Candidates for Black Belts and Green Belts training have been identified based on established requirements.	
	Green Belt and Black Belt training schedule has been established along with the projects.	
	Expectations for improvement for Black Belt and Green Belt certified employees are clearly communicated.	

Figure 8.7 Six Sigma Audit Checklist

Process	Six Sigma Audit Questions	Assessment
Verify quantifiable impact on bottom line because of above projects	Project completion is verified against established goals.	
	The Accounting department verifies savings due to the process improvement for each project.	
	Corporate scorecard is updated, assessed against the profitability and growth, and reported to employees.	
Recognize success	An employee recognition program for successful completion of projects has been established.	
	Employees are encouraged for innovative solutions through incentives.	
	Successful completion of projects is documented by employees and project leaders.	
	There is a platform or framework for employees and project leaders to share their success stories and lessons learned.	
	A project depository has been set up to archive process improvement results and knowledge gained.	
Develop internal expertise and resources	New candidates for Black Belts and Green Belts are periodically reviewed and trained.	
	Experienced Black Belts and Green Belts are actively involved in helping other teams when needed.	
Institutionalize Six Sigma methodology	A process to identify projects for continual breakthrough improvement has been established.	
	New teams are formed to work on projects regularly.	

Figure 8.7 Six Sigma Audit Checklist

Process	Six Sigma Audit Questions	Assessment
Monitor and sustain improvement	CEO and staff review the Six Sigma initiative regularly for its adequacy and suitability.	
	Executive team updates the Six Sigma initiatives with new ideas for maintaining employee excitement and commitment.	
	Employee feedback is sought and incorporated to improve the Six Sigma initiative.	