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| **METADATA** |
| **BUSINESS UNIT DETAILS** | **AUDIT DETAILS** |
| **Unit** |  | **Date Conducted** |  |
| **Director** |  | **Conducted By** |  |
| **Manager** |  | **Conducted With** |  |
| **TEAM HUDDLES** |
| **QUESTIONS** | **STATUS** | **N/A** | **RESULT(S)** | **COMMENTS** |
| Are huddles meetings kept to under 15 mins? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are all employees attending all huddles? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are you holding daily huddles? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are you following the Huddle Conversation Checklist? | ❑ | ❑ | ❑ | ❑ |  |  |
| **VISUAL MANAGEMENT** |
| **QUESTIONS** | **STATUS** | **N/A** | **RESULT(S)** | **COMMENTS** |
| Is the visual board being updated prior to huddles? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are all sections of your board populated and updated regularly? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are you using charts to visualize your data? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are you posting trending data? | ❑ | ❑ | ❑ | ❑ |  |  |
| Do you have measures related to outcomes? | ❑ | ❑ | ❑ | ❑ |  |  |
| Do you have measures related to customer satisfaction? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are your improvement opportunities assigned to someone and do they include timelines? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are successes being captured? | ❑ | ❑ | ❑ | ❑ |  |  |
| **LEADER STANDARD REPORTING AND REVIEW** |
| **QUESTIONS** | **STATUS** | **N/A** | **RESULT(S)** | **COMMENTS** |
| Are leaders performing Leader Walks?(reference visual board) | ❑ | ❑ | ❑ | ❑ |  |  |
| Are Leaders regularly attending huddles? |  |  |  |  |  |  |
| Are leaders signing the visual board when they perform Leader Walks? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are leaders engaging front line staff in a Leader Walk Conversation as part of Leader Walks? | ❑ | ❑ | ❑ | ❑ |  |  |
| Is the Leader Walk Conversation Checklist being used? | ❑ | ❑ | ❑ | ❑ |  |  |
| Have cascading reporting LSW meetings been established? *(list the levels and frequency in the “results” section)* | ❑ | ❑ | ❑ | ❑ |  |  |
| Do Directors have weekly meetings with Managers? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are the results from the Board incorporated into LSW meetings? | ❑ | ❑ | ❑ | ❑ |  |  |
| Are Leaders using standard reporting requirements from their direct reports? | ❑ | ❑ | ❑ | ❑ |  |  |
| **METRICS *(reference LSW reports)*** |
| **QUESTIONS** | **RESULT(S)** | **COMMENTS** |
| Have your measures changed over time? How? |  |  |
| Are you receiving valuable ideas for improvement from your employees? |  |  |
| Are your measures related to your service offers? |  |  |
| How many improvement opportunities have been identified since last audit? |  |  |
| How many improvement opportunities turned into I&I improvement projects? |  |  |
| What is your average percent attendance at your huddles?  |  |  |
| What is the average time at your huddles? |  |  |
| Have you eliminated or reduced the amount of time spent in meetings as a result of Daily Management? *(review the Leader Standard Work section of the Service Profile)* |  |  |
| **CULTURE** |
| **QUESTIONS** | **COMMENTS** |
| Has Daily Management had an impact on employee engagement for your team? |  |
| Do you feel that Daily Management has increased overall accountability for results?  |  |
| What impact have Leader Walks had from an employee engagement perspective?  |  |
| Do you see the value in Daily Management? |  |
| Has Daily Management helped to focus and align discussions related to measures and outcomes? |  |
| **IMPROVEMENT OPPORTUNITIES** |
| **QUESTIONS** | **COMMENTS** |
| Have you identified any improvement opportunities that you feel the Process Improvement team can assist with? |  |
| Do you have any suggestions on how to improve Daily Management? |  |
| Do you have any other comments or suggestions for improvement? |  |