Study Guide: Lean Audit System (Kamishibai)

What is Lean Audit System (Kamishibai)?

A Lean Audit System, commonly known as Kamishibai, is a powerful tool in the realm of Lean management that plays a pivotal role in promoting continuous improvement within an organization. The term "Kamishibai" is derived from Japanese paper theater, reflecting the visual and participatory nature of this auditing approach.

In Japan, the paper theater or paper lanterns were used to tell stories to children at the market place. In that same fashion, the kamishibai is used to tell a story about the process when used as a lean tool.

Kamishibai, has become a system where you can see the story of a process through an system of audit cards. This tool can also be called Control Board or an Audit Board.

B AUDIT CARD #6

Check points

1. **Standardized Work:**
   - Is the team member working to correct work sequence?
   - Is the Standardized Work filled out correctly?

2. **Work Instructions:**
   - Is all information correct and inclusive of key points?

3. **PPE:**
   - Is Team member wearing proper personal protective equipment (PPE)?

4. **Visual Aids:**
   - Is everything in its place and is there a place for everything?

5. **TPM:**
   - Are tooling, jigs and equipment in good condition?

The Lean Audit cards look like the image above.

Lean audit or Kamishibai cards are designed to convey key information in a concise and visual manner. The information presented on these cards is typically tailored to the specific processes or tasks being audited.

The green side, let's you know what kind of information you need to make sure to check at gemba. You need to make sure to have a routine that allows you to see which cards have been taken care of and which cards have problems that need to be solved (the red side lets you now there are some things on the list that were not able to be checked off and need to be resolved.

Here are common types of information included on Lean audit or Kamishibai cards:

- **Task or Process Description:**
The card often includes a brief description of the task or process that is being audited. This provides clarity for the auditor regarding the specific activity being observed.

- **Standard Operating Procedure (SOP) or Checklist:**

Kamishibai cards may include a checklist or reference to the standard operating procedure to ensure that the audit aligns with established standards. This helps auditors verify that tasks are being performed in accordance with prescribed guidelines.

- **Frequency and Timing:**

The card indicates how often the audit should take place and the specific timing of the activity. This frequency ensures that audits occur regularly, promoting a continuous improvement mindset and preventing issues from persisting.

- **Acceptance Criteria or Standards:**

Criteria for evaluating the quality of the task or process are often outlined on the card. This could include specifications, standards, or acceptable performance levels that auditors use as a benchmark during the audit.

- **Scoring or Grading System:**

Some Kamishibai cards incorporate a scoring or grading system to quantitatively assess the performance of the audited task. This helps in tracking improvements over time and provides a basis for performance discussions.

- **Visual Indicators:**

Visual cues on the cards, such as color-coding or symbols, may be used to quickly communicate the status of the audited item. For example, green may indicate that the task is in compliance, while red may signify a deviation that requires attention.

- **Comments or Notes Section:**

There is often a space on the card for auditors to provide comments, observations, or notes related to the task or process being audited. This section facilitates communication and documentation of any issues or improvements identified during the audit.

- **Responsibility Assignment:**

The card may specify the individual or team responsible for the task or process. This helps in establishing accountability and ensures that the right people are involved in the audit process.
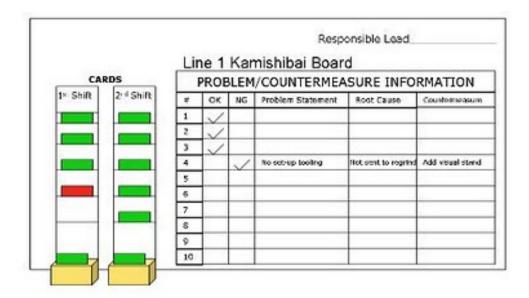
- **Date and Signature:**

Each card typically includes spaces for the date of the audit and the signature of the auditor. This documentation is essential for tracking the history of audits and for accountability purposes.

The Contol Board or Audit Board system is very popular for 3 reasons:

1. It is easy to understand
2. It is easy to set up
3. It ensures 100 percent compliance because you have 100 percent of the things you need to check all on cards, all in front of you

How to Design an Audit Board?

Designing a Lean audit board, often associated with Kamishibai, involves a thoughtful and systematic approach to ensure that it effectively supports the goals of continuous improvement and visual management. Here is a step-by-step guide on the process of designing a Lean audit board:

1. **Define Objectives:**

Clearly articulate the objectives of the Lean audit board. Understand what processes or tasks you want to audit and improve. Identify key performance indicators (KPIs) and standards that will guide the audit process.

2. **Identify Processes or Tasks:**

Determine the specific processes or tasks that will be audited using the Lean audit board. These could be critical activities that directly impact quality, efficiency, or customer satisfaction.

3. **Create Standard Operating Procedures (SOPs):**

Develop detailed SOPs or checklists for each process or task to be audited. Clearly outline the steps, standards, and expectations for each activity. This will serve as a reference for auditors during the audit process.

4. Select Key Metrics:

Choose key metrics and performance indicators that align with your objectives. These metrics will help assess the effectiveness of the audited processes and track improvements over time.

5. Design Visual Layout:

Create a visual layout for the Lean audit board. Consider factors such as the size of the board, the number of processes to be audited, and the space needed for each audit card. Ensure that the layout is intuitive and user-friendly.

6. Design Audit Cards:

Develop audit cards for each process or task. Include essential information such as process description, SOPs, acceptance criteria, visual indicators, and space for comments. Design the cards to be visually engaging, with clear and concise information.

7. Incorporate Visual Management Elements:

Integrate visual management elements into the design, such as color-coding, symbols, and charts. These elements should quickly convey the status of each audited item, making it easy for teams to identify areas that need attention.

8. Determine Frequency and Timing:

Establish the frequency and timing of audits. Decide whether audits will be daily, weekly, or on another schedule. Clearly communicate these timelines on the Lean audit board.

9. Test and Refine:

Before final implementation, test the Lean audit board in a controlled environment. Gather feedback from potential users and stakeholders. Make adjustments based on feedback to improve the effectiveness of the board.

10. Train Teams:

Provide training to teams on how to use the Lean audit board. Ensure that team members understand the purpose, procedures, and expectations associated with the audit process.
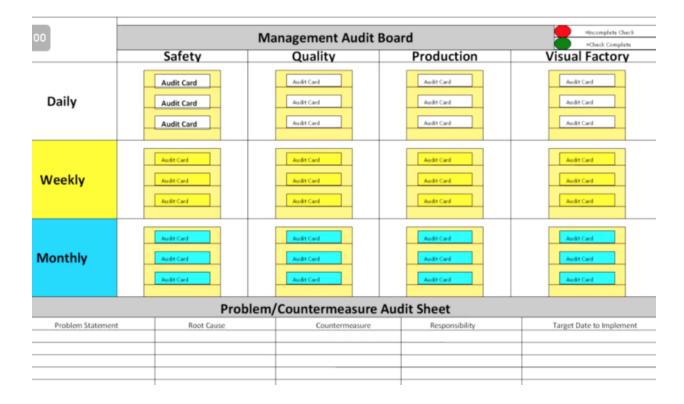
11. Implement and Monitor:

Roll out the Lean audit board across the organization. Monitor the effectiveness of the board, gather feedback, and make continuous improvements as needed. Regularly review audit results and celebrate successes.

12. **Iterate for Continuous Improvement:**

Foster a culture of continuous improvement by regularly reviewing and refining the Lean audit board. Encourage teams to provide suggestions for enhancements, and iterate on the design to adapt to changing needs.

It is important to note, that the people directly involved in the processes in question, should be the people in charge of designing the cards.

When it comes to managing the cards, group leaders check to make sure your team leaders are doing their process and then they have their own audit cards. Same thing with area managers, plant manager all the way up to the President, in a cadence that works for each group. For example, team leaders check the cards daily, managers can do a weekly check, and executives can do a check on a monthly basis.

Once the team has defined which questions to ask in each specific area, these questions need to be added to an audit card, then with the card in hand, you go to

gemba and start going through the audit questions. If all the questions are answer satisfactorily, you place the card on the audit board with the green side showing. If there is anything out of place, you place the card on the audit board with the red side showing, making sure to describe any problems at the right hand of the board. At the end of the shift, all the cards go back to their original places and the process starts all over again. If the problems described previously are not yet solved, they stay on the board until they are.

Additional color coding can be done. For example, you can use white for cards that are meant to be checked daily, yellow for a weekly audit card, and blue for a monthly audit card. Each card will still have the green or red line on the top.

Above all, make sure your audit processes are always simple and very visual, that way you are making sure it is sustainable.

How to get Started?

To get started with your Lean Audit System, have the following things in order:

- Begin with the checks. Decide which are the important areas you are going to be auditing, usch as safety, quality, and equipment.
- Build your boards into your standard work, that way the audit becomes a must do since they are built into your process.
- Establish the schedule you will be sticking to to perform the audits: what gets checked daily, weekly, monthly, etc.
- If there are problems, make sure you make them visual and take care of the conter measures as soon as possible.
- Make sure management is also involved in the audit process and have a set schedule to go to Gemba and do their checks.
- Stick to the schedules, and take advantage of the coaching opportunities that come up during the process.