

**United  
Technologies**

Lean Assessments in DNBi  
Supply Management



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# TRAINING OBJECTIVE

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The intent of this training course is to provide an understanding of how to correctly complete a Lean Assessment in DNBi Supply Management System.

Note: Access to the tool is initiated by UTC Supply Management and your representative.

# DNBi LEAN ASSESSMENT BENEFITS

Self-assessment produces baseline scores for future comparisons

Utilizes standard industry metrics

Identifies improvement opportunities and action plan  
Requirement for Supplier Gold nomination

Provides readiness review for ISO-9000:2000 and AS 9100 registration

Enables peer benchmarking comparisons

# ASSESSMENT FACTORS

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Based on the following factors:

5S

VSM

Standard Work

TPM




Quality

RRCA

Process Certification

Set up reduction

Continuous improvement

new - Report		
<b>Template Name:</b> Lean Assessment for Services and Distributors (ALASD)		
<b>Assessment Manager:</b> raul.shahslovic@utc.com		
<b>Assessment Overall Score:</b> 187 (54%)		
Factor	Value	Details
<b>Continuous Improvement</b> Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.	<b>Score:</b> 34 38% 	<a href="#">View Details</a>
<b>5S (Visual Workplace)</b> The New 5S is creating a productive work environment. This means safe, ergonomic working conditions; respect for people; geometric order; simple, visual controls; appropriate lighting; calm background colors; low noise; and absence of trash, dirt, grime and clutter.	<b>Score:</b> 42 57% 	<a href="#">View Details</a>
<b>Value Stream (Process) Management</b> Value Stream (Process) Management is procedure to achieve process effectiveness, efficiency and agility through waste elimination	<b>Score:</b> 52 65% 	<a href="#">View Details</a>

# DNBi LEAN ASSESSMENTS

Two assessments:

Lean Assessment for Manufacturing (ALAM)

Lean Assessment for Services and Distribution (ALASD)

These assessments are designed to be site specific assessments, therefore they are most valuable when applied to business entities with profit and loss responsibility.

# LEAN ASSESSMENT FACTS

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Number of Questions	133 for ALAM, 87 for ALASD
Score	By factor & Overall score
Languages	English French Simplified Chinese
Recommendations	By factor & Overall recommendations supporting Supplier Gold
Business Sector Flexibility	2 lean assessments: ALAM and ALASD

# ASSESSMENT SCORES

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## Factor & overall score interpretation

%

0-20	Anecdotal
20-40	Initial effort underway
40-60	Some progress made
60-80	Results in most areas
90-95	Significant results exists
>95	Benchmark supplier candidate

## Overall Lean score

Minimum overall score to achieve Supplier Gold:

350 out of a possible 517 - ALAM (Mfg)

260 out of a possible 347 - ALASD (Services and Distribution)

# STEP BY STEP INSTRUCTIONS

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## 1. Logging in to DNBi


- A. You will receive an e-mail directly from the DNBi Open Ratings system with a user name and password (assigned by UTC) to access the assessment for your company.
- B. Go to <https://prod.openratings.com> and login with the designated information.
- C. If you have trouble logging in, please contact [customer\\_support@openratings.com](mailto:customer_support@openratings.com)
- D. Upon login, you will have the opportunity to change your password.

# SUPPLIER SECURE LOGIN ACCESS

<https://prod.openratings.com>

**DNBi**<sup>™</sup>  
Supply Management

Powered by **Open Ratings**  
A D&B COMPANY

 **Login to your DNBI Supply Management Account**

Welcome to DNBI Supply Management, a powerful new way for procurement and supply chain professionals to monitor, assess, and mitigate supplier risk using up-to-date D&B supplier information and collaborative analyses.

**Login**

DNBI Supply Management ID

Password

**Login**

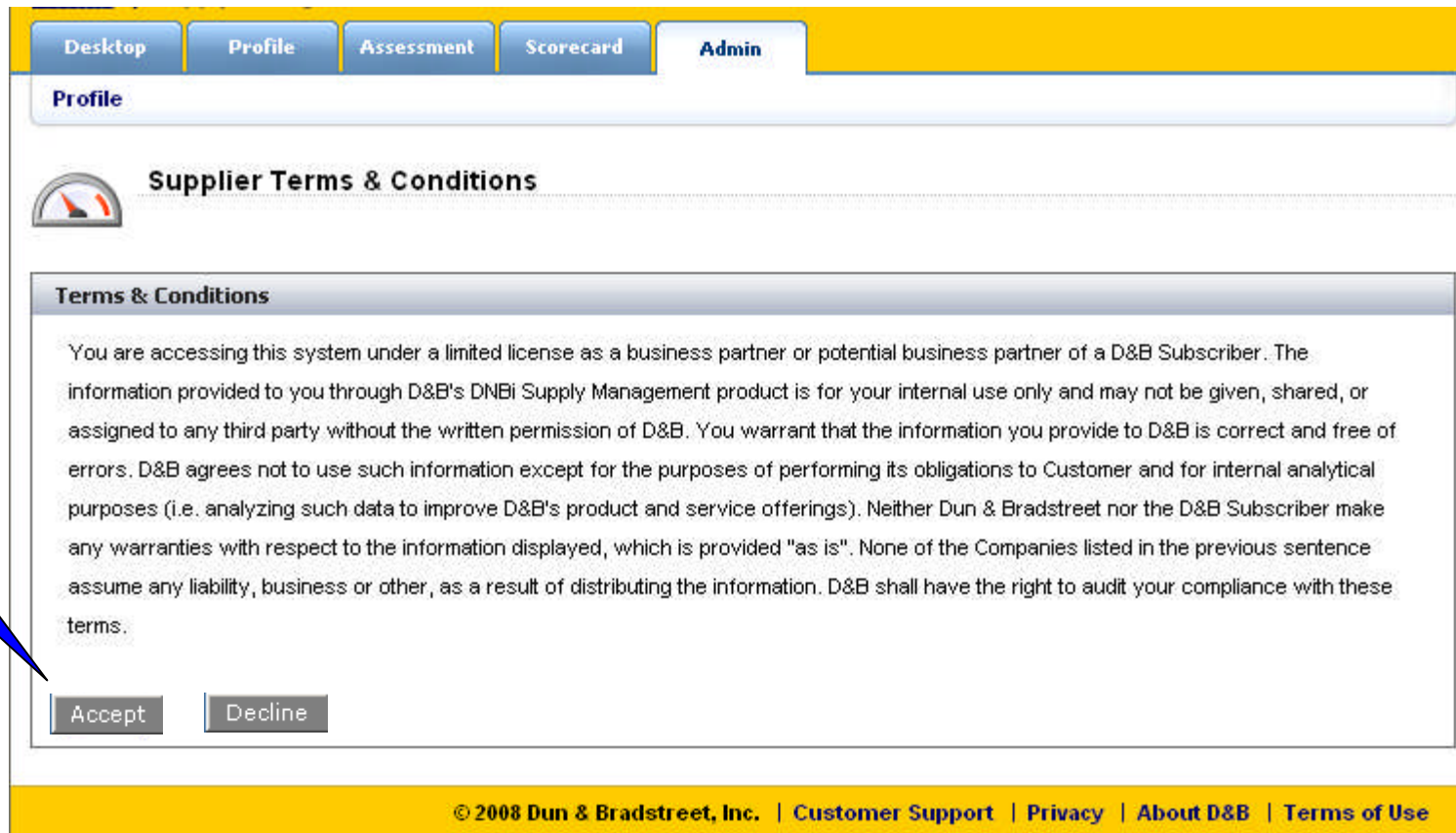
[Forgot your password?](#)

If you have any problems or questions about logging in to the DNBI Supply Management, please contact your local administrator.

For problems or questions about other features of DNBI Supply Management, please contact our **customer support team**.

**Enter username and password**

# SUPPLIER TERMS & CONDITIONS



The screenshot shows a web application interface with a yellow header bar containing navigation tabs: Desktop, Profile, Assessment, Scorecard, and Admin. The 'Profile' tab is selected. Below the header, the page title is 'Supplier Terms & Conditions'. A sub-header 'Terms & Conditions' is followed by a paragraph of text. At the bottom of the text area are two buttons: 'Accept' and 'Decline'. A blue callout bubble with the text 'Click Accept' points to the 'Accept' button.

**Profile**

## Supplier Terms & Conditions

### Terms & Conditions

You are accessing this system under a limited license as a business partner or potential business partner of a D&B Subscriber. The information provided to you through D&B's DNBI Supply Management product is for your internal use only and may not be given, shared, or assigned to any third party without the written permission of D&B. You warrant that the information you provide to D&B is correct and free of errors. D&B agrees not to use such information except for the purposes of performing its obligations to Customer and for internal analytical purposes (i.e. analyzing such data to improve D&B's product and service offerings). Neither Dun & Bradstreet nor the D&B Subscriber make any warranties with respect to the information displayed, which is provided "as is". None of the Companies listed in the previous sentence assume any liability, business or other, as a result of distributing the information. D&B shall have the right to audit your compliance with these terms.

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System information will be shared only with Supplier, UTC division and Open Ratings

# SUPPLIER PROFILE & ASSESSMENT

The contact will click on the Assessment tab to view the assessment page

The contact should update company information and/or company characteristics in the profile page

The screenshot shows a web application interface with a navigation bar at the top containing tabs for Desktop, Profile, Assessment, Scorecard, and Admin. The 'Profile' tab is currently selected. Below the navigation bar, the page title is 'Update Company Profile'. A message states: 'Find below the information from the DNBI Supply Management database for your company. Recent and precise information significantly contributes to generating accurate ratings for your company. Please confirm your company information.' The form is divided into two main sections: 'Basic Company Information' and 'Company Characteristics'. The 'Basic Company Information' section includes fields for D-U-N-S Number, Primary Name, Alternate Names (with a note 'up to 5 semicolon-separated names'), Location (set to 'Headquarters'), Address, Address 2, City, State/Province (a dropdown menu), Zip/Postal Code, Country, Telephone Number, and Web Site Address. The 'Company Characteristics' section includes fields for Annual Sales, Total Employees, and Year Started. At the bottom of the form are 'Submit' and 'Cancel' buttons. A blue callout box on the left points to the 'Assessment' tab, and another blue callout box points to the 'Address' field.

Basic Company Information	
D-U-N-S Number	<input type="text"/>
Primary Name	<input type="text"/>
Alternate Names	<input type="text"/> <small>(up to 5 semicolon-separated names)</small>
Location	Headquarters
Address	<input type="text"/>
Address 2	<input type="text"/>
City	<input type="text"/>
State/Province	<input type="text"/>
Zip/Postal Code	<input type="text"/>
Country	<input type="text"/>
Telephone Number	<input type="text"/>
Web Site Address	<input type="text"/>

Company Characteristics	
Annual Sales	<input type="text"/>
Total Employees	<input type="text"/>
Year Started	<input type="text"/>

# STEP BY STEP INSTRUCTIONS

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## 2. Taking the assessment

- A. A small set of questions are displayed at once (3-10 questions.)
- B. There are 87 questions for services and 133 for manufacturers.
- C. You must answer all questions in the section in order to move on to the next set of questions.
- D. To submit answers, choose “Save & Review,” which will show your completed questions, then click “Confirm & Continue” to see the next set of questions.
- E. After confirming your submission, you will be unable to return to the previously answered questions to change or see the answers you chose.

# SUPPLIER DNBi DESKTOP

**DNBi<sup>™</sup> Supply Management** | My Profile | Help | Sign Out  
Pratt & Whitney Aircraft

Desktop | Profile | Assessment | Scorecard | Admin

Welcome to DNBi Supply Management

**Active Assessments**

- Initial Lean** (circled in red)  
Supplier | Due date: 01-30-2008
- Supplier Quality**  
Buyer | Due date: 01-31-2009

**Quick Updates**

- Profile**  
Update your company's profile
- Admin**  
Manage your account information

**Active Questionnaires**

(No active questionnaires at this time.)

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# LEAN ASSESSMENT SCREEN

The screenshot shows a web application interface for a 'Self Assessment'. At the top, there are navigation tabs: Desktop, Profile, Assessment (selected), Scorecard, and Admin. Below the tabs, the page title is 'Self Assessment'. A progress bar indicates 'Overall Assessment Progress' at 0%. The assessment is titled 'Birken Initial Lean' and is assigned to 'gary v connolly'. The main section is 'Quality Management System Questions'. It contains several questions with radio button options. Questions 1, 6, and 8 are marked with a red asterisk (\*). At the bottom, there are four buttons: 'Forward to Different User', 'Save as Draft', 'Save & Review', and 'Cancel'. A legend at the bottom left indicates that a red asterisk (\*) denotes a mandatory question.

**Desktop** **Profile** **Assessment** **Scorecard** **Admin**

**Self Assessment**

**Birken Initial Lean**

**Quality Management System**  
So far 0% of the survey has been completed.  
**Assigned By: gary v connolly**

**Overall Assessment Progress**

**Quality Management System Questions**

1) Has your organization established, documented, implemented and maintained a quality management system while continually improving its effectiveness in accordance with the requirements of AS9100A?  Yes  No  No Answer

2) Of these seven requirements, how many are met by your organization?  
1) You identify the processes needed for your quality management system and their application throughout your organization  
2) You determine the sequence and interaction of these processes  
3) You determine criteria and methods needed to ensure that both the operation and control of these processes are effective  
4) You ensure the availability of resources and information necessary to support the operation and monitoring of these processes  
5) You monitor, measure and analyze these processes  
6) You implement actions necessary to achieve planned results and improvement of these processes  
7) You ensure these processes in accordance with the requirements of AS9100A  
 none  one  two  three  four  five  six  all  No Answer

6) Do customer representatives and regulatory authority representatives have access to your quality management system documentation? \*  Yes  No  No Answer

7) Of these three requirements, how many are included in your organization's established and maintained quality manual?  
1) The scope of the quality management system, including details of, and justification for, any exclusions  
2) The documented procedures established for your quality management system, or reference to them  
3) A description of the interaction between the processes of your quality management system \*  
 none  one  two  all  No Answer

8) When referencing your documented quality procedures, is the relationship between the requirements of AS9100A and the documented procedures clearly shown? \*  Yes  No  No Answer

\*Mandatory

**Forward to Different User** **Save as Draft** **Save & Review** **Cancel**

Instructions identify business role that should respond to the section

Red Asterisks (\*) denote mandatory questions

Progress bar tracks how much you have completed

Enter responses to the questions

# STEP BY STEP INSTRUCTIONS

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## 3. Forward a section to another user

A. You can forward a portion of the assessment to another user within your organization by using the “Forward to Different User” feature.

B. The “Different User” will receive an e-mail from DNBi with the user name you assigned and an automated password. Once they enter the database, they will have the option to create a new password.

C. While the assessment is sent to another user, you cannot complete any more questions on the assessment until the second user is done – only one user at a time can answer questions from the assessment.

i. On the home screen, the name of the person below the “Pending” status is in control of the Lean Assessment.

ii. To continue your assessment, login to DNBi and find the appropriate assessment and choose “Take Over” – this will give you control of the assessment again.

# LEAN ASSESSMENT SCREEN

5) Does your organization ensure that personnel have access to quality management system documentation and are aware of relevant procedures? *	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> No Answer		
6) Do customer representatives and regulatory authority representatives have access to your quality management system documentation? *	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> No Answer		
7) Of these three requirements, how many are included in your organization's established and maintained quality manual?  1) The scope of the quality management system, including details of, and justification for, any exclusions 2) The documented procedures established for your quality management system, or reference to them 3) A description of the interaction between the processes of your quality management system *	<input type="radio"/> none	<input type="radio"/> one	<input type="radio"/> two	<input type="radio"/> all	<input checked="" type="radio"/> No Answer
8) When referencing your documented quality procedures, is the relationship between the requirements of AS9100A and the documented procedures clearly shown? *	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> No Answer		

\*Mandatory

Assessment steps can be re-assigned to other supplier users for completion

# LEAN ASSESSMENT SCREEN

5) Does your organization ensure that personnel have access to quality management system documentation and are aware of relevant procedures? <sup>\*</sup>  Yes  No  No Answer

6) Do customer representatives and regulatory authority representatives have access to your quality management system documentation? <sup>\*</sup>  Yes  No  No Answer

7) Of these three requirements, how many are included in your organization's established and maintained quality manual?

1) The scope of the quality management system, including details of, and justification for, any exclusions

2) The documented procedures established for your quality management system, or reference to them

3) A description of the interaction between the processes of your quality management system <sup>\*</sup>

none  
 one  
 two  
 all  
 No Answer

8) When referencing your documented quality procedures, is the relationship between the requirements of AS9100A and the documented procedures clearly shown? <sup>\*</sup>  Yes  No  No Answer

<sup>\*</sup>Mandatory

Save as Draft is used to come back to step at later time

Save & Review is used at the completion of each step, in order to move forward

# LEAN ASSESSMENT SCREEN

**Self Assessment**

ENGLISH FRANÇAIS 简体中文

### Supplier Quality

**Strategic Planning**  
This assessment provides feedback on the extent of the company's practices in the areas of production management, environmental, health, and safety, human resource management, and supply chain management. The survey evaluates the extent to which the company has a detailed plan to optimize production processes, and to improve performance in the areas of costs, quality and delivery. Areas such as just-in-time, kanban, pull systems, and workplace organization are included in the assessment of the company's operations. Feedback on lean management performance is also provided. So far 0% of the survey has been completed.

**Assigned By:** [User Name]

**Overall Assessment Progress**  
0%

### Strategic Planning Questions

1) How long has your company been engaged in development of strategic plans (in years)? *	5
2) Is Lean encompassed in the strategic plan? *	Yes
3) Are Performance Goals encompassed in the strategic plan? *	Yes

\*Mandatory

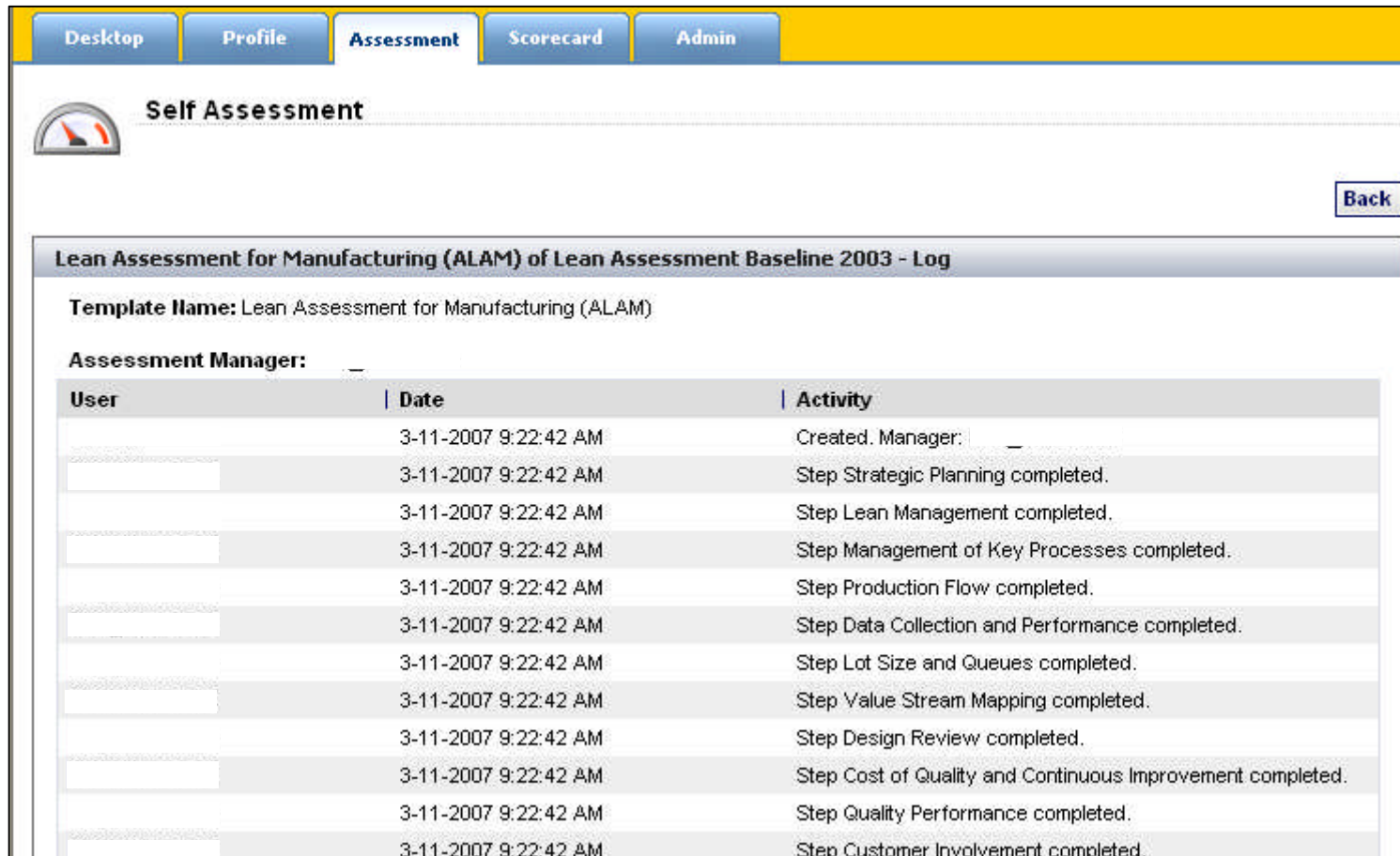
Edit Responses **Confirm & Continue**

After reviewing and editing, use “Confirm & Continue” to:


- Complete the step
- Automatically launch the next step

# LEAN ASSESSMENT TASK LOG

Progress shown



Desktop Profile **Assessment** Scorecard Admin

 Self Assessment [Back](#)

**Lean Assessment for Manufacturing (ALAM) of Lean Assessment Baseline 2003 - Log**

**Template Name:** Lean Assessment for Manufacturing (ALAM)

**Assessment Manager:** \_

User	Date	Activity
	3-11-2007 9:22:42 AM	Created. Manager: _
	3-11-2007 9:22:42 AM	Step Strategic Planning completed.
	3-11-2007 9:22:42 AM	Step Lean Management completed.
	3-11-2007 9:22:42 AM	Step Management of Key Processes completed.
	3-11-2007 9:22:42 AM	Step Production Flow completed.
	3-11-2007 9:22:42 AM	Step Data Collection and Performance completed.
	3-11-2007 9:22:42 AM	Step Lot Size and Queues completed.
	3-11-2007 9:22:42 AM	Step Value Stream Mapping completed.
	3-11-2007 9:22:42 AM	Step Design Review completed.
	3-11-2007 9:22:42 AM	Step Cost of Quality and Continuous Improvement completed.
	3-11-2007 9:22:42 AM	Step Quality Performance completed.
	3-11-2007 9:22:42 AM	Step Customer Involvement completed.

Task Log shows current state of the assessment and record of previously completed activities

# STEP BY STEP INSTRUCTIONS

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## 4. View results

A. Choose the Assessment tab at the top of the DNBI website to view results of completed assessment.

B. Assessment overall score is listed at the top.

C. Results are divided into 7 categories for services, 9 for manufacturing.

D. To view all questions, answers, and point distribution, click “View Details” next to an individual factor.

i. Recommendations are listed to improve from the “Failed Questions.”

ii. Key questions are shown for questions with a large impact on that category.

iii. To view all questions and answers, select “View all Questions” (below the Key Questions section.)

- You will be able to see each question and the answer submitted whether the question was passed or failed, and the point value for each question.

iv. A comment field is located below the report for any additional input you choose to include.

# ASSESSMENT RESULTS

Segment passed/failed questions

Key questions per factor

Recommendations are unique to each factor

**Sterling Maching LEAN Assessment - Report**

**Template Name:** Lean Assessment for Manufacturing (ALAM)  
**Assessment Manager:** Ken Bernier

Factor	Value
<b>Continuous Improvement</b> Continuous improvement is an ongoing effort to improve products, services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.	<b>Score: 79</b> 66%

**Recommendations**

You have not met the Gold threshold for this category. Please refer to the recommendations provided below for questions within this category. Also, for further assistance, please consider the following books, training modules and events. Consult your UTC/Divisional representative for more information. [Books] Lean Thinking, James P Womack & Daniel T. Jones, LEI. Describes the main concepts of lean and gives specific manufacturing examples. The Toyota Way by Jeffrey Liker. Provides an excellent overview of the TPS and the culture that helps it to succeed. [Training & Events] Continuous Improvement Awareness Training - Overview of all of the Lean tools; Value Stream Mapping Event (3 days). Will provide initial guidance for creating a short term lean plan.

**Key Questions**

Below are listed the supplier's answers to the key questions relating to this assessment factor.

- Is Lean encompassed in the strategic plan?**  
Yes
- What is your company's performance of shipping products to customers on the date agreed upon (%)?**  
63
- What percentage of your organization is involved on continuous improvement teams?**  
30
- To what extent does your organization follow an ongoing, systematic approach for**

Note: in order to obtain a valid Supplier Gold equivalency score, suppliers must answer all questions

# LEAN ASSESSMENTS

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For questions contact help desk at:  
[RiskManagement@utc.com](mailto:RiskManagement@utc.com)