

Operations survey

Leave your name off. Think about the last four weeks of work in this operation. Answers are read only as totals for a shift or area.

Site or area

Date

For each statement, tick one box from 1 (strongly disagree) to 5 (strongly agree).

STATEMENT	STRONGLY DISAGREE			STRONGLY AGREE	
1 I know what our customers need from my team's work.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2 Materials and information are ready when a job starts.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3 Work moves on to the next step without waiting.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4 We get work right the first time, with no redoing.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5 We deliver on the dates we promise.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6 We cope well when plans change at short notice.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7 Little time or material is wasted in my area.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8 Equipment is maintained before it breaks down.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9 I can see each day whether my team is on track.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10 Ideas from the people doing the work get tried.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
11 Which should our operation get better at first?					
☐ Quality ☐ Speed ☐ Delivering on time ☐ Flexibility ☐ Cost					

12 Where does work most often stall or get redone, and why?

Thank you. Your answers are anonymous.

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Optional questions (1 of 3)

Add any of these to the core questions. Keep the numbering running on from page one.

Priorities: is everyone aiming at the same thing?

13 Which matters most to our customers?

☐ Quality ☐ Speed ☐ Delivering on time ☐ Flexibility ☐ Low cost

14 Which do we do best today?

☐ Quality ☐ Speed ☐ Delivering on time ☐ Flexibility ☐ Cost

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
15 I could explain our top priority to a new starter.	1	2	3	4	5
16 I know which wins when speed and quality clash.	1	2	3	4	5
17 My team's targets match what customers value.	1	2	3	4	5

Stoppages and missing inputs

18 On your last shift, how many times did something missing stop your work?

☐ None ☐ Once ☐ 2 or 3 times ☐ 4 or 5 times ☐ 6 or more

19 What stopped your work at least once last week? (tick all that apply)

☐ Materials ☐ Information ☐ Equipment ☐ Too few people ☐ Another team ☐ Nothing

20 When something you need is missing, what do you usually do?

☐ Work around it ☐ Ask a colleague ☐ Tell my supervisor ☐ Log it to be fixed ☐ Wait

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
21 Problems that stop work get fixed at the cause.	1	2	3	4	5

Handoffs between teams and shifts

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
22 Work handed to us by other teams arrives complete.	1	2	3	4	5
23 I start each shift knowing what was left unfinished.	1	2	3	4	5

24 How often does your work wait on another team?

☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always

Optional questions (2 of 3)

Add any of these to the core questions. Keep the numbering running on from page one.

Quality and rework

25 How often does work you pass on come back to be fixed?

☐ Never ☐ Rarely ☐ Sometimes ☐ Often ☐ Always

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
26 I can stop the work when I spot a quality problem.	1	2	3	4	5
27 Checks happen at each step, not just at the end.	1	2	3	4	5
28 What causes most rework in your area? (tick all that apply)					
☐ Unclear instructions ☐ Late or wrong inputs ☐ Equipment faults ☐ Rushed deadlines ☐ Training gaps					

Standard work and improvement ideas

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
29 Written procedures match how the work is really done.	1	2	3	4	5
30 After a mistake we look for causes, not culprits.	1	2	3	4	5
31 Have you suggested an improvement in the last 3 months?					
☐ Yes, and it was used ☐ Yes, still being looked at ☐ Yes, heard nothing back ☐ No					
32 Which step in your work adds nothing a customer would pay for?					

Team leads and supervisors (leads answer)

STATEMENT	STRONGLY DISAGREE				STRONGLY AGREE
33 I have enough people to cover the plan most days.	1	2	3	4	5
34 Daily targets fit the people and equipment I have.	1	2	3	4	5
35 I spend enough time where the work happens.	1	2	3	4	5

Thank you. Your answers are anonymous.

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Optional questions (3 of 3)

Add any of these to the core questions. Keep the numbering running on from page one.

About you (optional)

36 Which best describes your role?

- ☐ Frontline ☐ Team lead or supervisor ☐ Manager ☐ Support team ☐ Prefer not to say

37 Which area do you mostly work in?

- ☐ Production or service ☐ Warehouse or logistics ☐ Quality or maintenance ☐ Planning or purchasing
☐ Prefer not to say

38 Which shift do you usually work?

- ☐ Days ☐ Evenings ☐ Nights ☐ Rotating ☐ Prefer not to say

Thank you. Your answers are anonymous.

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