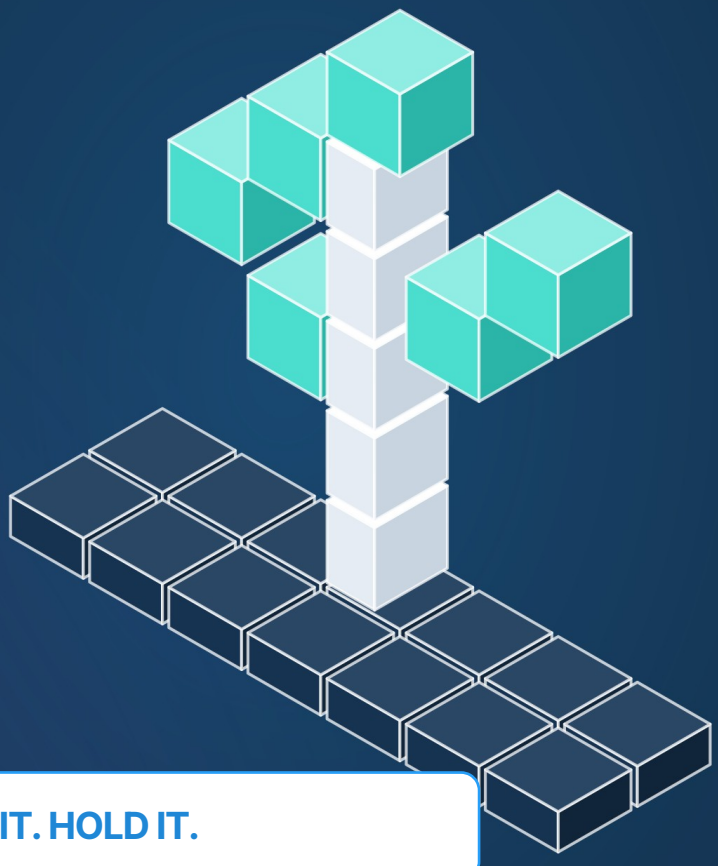
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S LEAN AND GREEN QUICK START CHECKLIST

Score one plant in one walk, with evidence you can point at.



SEE IT. CUT IT. HOLD IT.

START HERE

How to Use This Check

One plant or one area, one walk, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Walk the area with the person responsible for energy and a team leader. Open the meter data and the last bills. Do not score from memory.	Score each statement from 0 to 4. Without data, a board or a document you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across areas.
3	Mostly in place and visible in the area.
4	Consistently in place, visible, reviewed and improved.

> **WHY A WALK**
>
> **Energy and material waste are invisible in daylight. Machines run, air hisses, lights burn, and nobody notices because everybody is busy. Walk the area once during production and once when it should be quiet. The difference is your first finding.**

Before You Start

- **Scope:** one plant or one building with its own meter for electricity and, if used, gas.
- **Evidence:** the energy bills of the last twelve months, any meter data, the waste invoices, the water bill and the output figures.
- **Tone:** you check the system, not the people. Ask why a machine runs empty, not who forgot to switch it off.

THE CHECK

01 Transparency and Measurement

NO.	CHECK	SCORE 0 TO 4
01	Electricity, gas, compressed air and water are measured at least per building and for the largest consumers, and the data is read at least monthly.	
02	Energy per good part and CO2 per good part are calculated every month with a written method and stated emission factors.	
03	The base load outside production hours is measured in kW and known to the people who run the plant on weekends.	
04	A meter concept names every meter, what it measures, who reads it and where the data goes.	
05	Energy and resource data are shown next to output, quality and delivery on the same board, not in a separate report.	

02 Energy in the Process

NO.	CHECK	SCORE 0 TO 4
06	An energy value stream of the main product family shows energy per part and step, with value-adding and idle shares.	
07	Machines, washers and conveyors are switched to standby or off by a written routine when they do not produce.	
08	Compressed air leaks are searched, tagged and fixed on a fixed rhythm, and the leakage rate is measured at least twice a year.	
09	Pressure levels, temperatures and running times of utilities are set to what the process needs, not to the maximum.	
10	Waste heat from compressors, furnaces or cooling is used, or its use has been checked with a number.	

THE CHECK

03 Material, Scrap and Waste

NO.	CHECK	SCORE 0 TO 4
11	Scrap and rework are counted per line and cause, and their energy and CO2 content per part is known.	
12	Waste streams are separated, weighed and recorded per month with their cost or revenue.	
13	Coolants, oils and cleaning agents are monitored and their consumption per part is tracked.	
14	Water consumption is measured per main use and per 1,000 parts, and leaks are treated like compressed air leaks.	
15	Packaging from suppliers and to customers is reviewed for reuse with the partners at least once a year.	

04 Measures and Business Case

NO.	CHECK	SCORE 0 TO 4
16	Every measure has a card with annual savings in kWh, EUR and kg CO2e, the investment and the simple payback.	
17	Measures are ranked by payback and by cost per tonne of CO2e avoided before money is spent.	
18	Savings are verified with meter data after implementation, not only estimated before it.	
19	Low cost measures from routines and settings are done first, before investment projects are proposed.	
20	Energy and CO2 effects are part of every investment request for new equipment.	

THE CHECK

05 Routines, Roles and Reporting

NO.	CHECK	SCORE 0 TO 4
21	One person is accountable for energy and resources in the plant and has time and a budget for it.	
22	Team leaders review energy and resource figures of their area in the regular shop floor meeting.	
23	A resource walk at night or on the weekend takes place at least monthly, with findings and owners.	
24	Data requests from customers on CO2 per product are answered from the same data the plant uses for steering.	
25	Targets for energy, CO2, water and waste are set per year, broken down to lines and reviewed every month.	

Your Result

BLOCK	POINTS	OUT OF
01 Transparency and Measurement		20
02 Energy in the Process		20
03 Material, Scrap and Waste		20
04 Measures and Business Case		20
05 Routines, Roles and Reporting		20
TOTAL		100

YOUR RESULT

Read the Number

The total shows how far resources are managed like output and quality. The weakest block shows where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Invisible. Energy is a bill that accounting pays once a month.	Read the meters you have. Measure the weekend base load. Calculate energy per part once.
40 to 59	Measured, not steered. Some data exists, but nobody acts on it.	Put energy per part on the board. Start the leak program and the shutdown routine.
60 to 79	Managed. Routines work in most areas, measures are evaluated.	Map the energy value stream. Rank measures by payback and cost per tonne.
80 to 100	Lean and green. Resources are steered like output and quality.	Hold the level. Extend to suppliers, products and new equipment.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after three months.

What to Do Next

NEXT STEP	WHAT YOU GET
LEAN AND GREEN STARTER KIT	The guide for the first 30 days in one plant, plus the energy and CO2 per unit tracker with meters, base load, measures and a dashboard.
LEAN AND GREEN EXCELLENCE BUNDLE	The full playbook, the two-day workshop pack, eight shop floor templates, the Excel system with energy value stream and compressed air, and a workshop deck.

Both are available at operationsinsider.com.