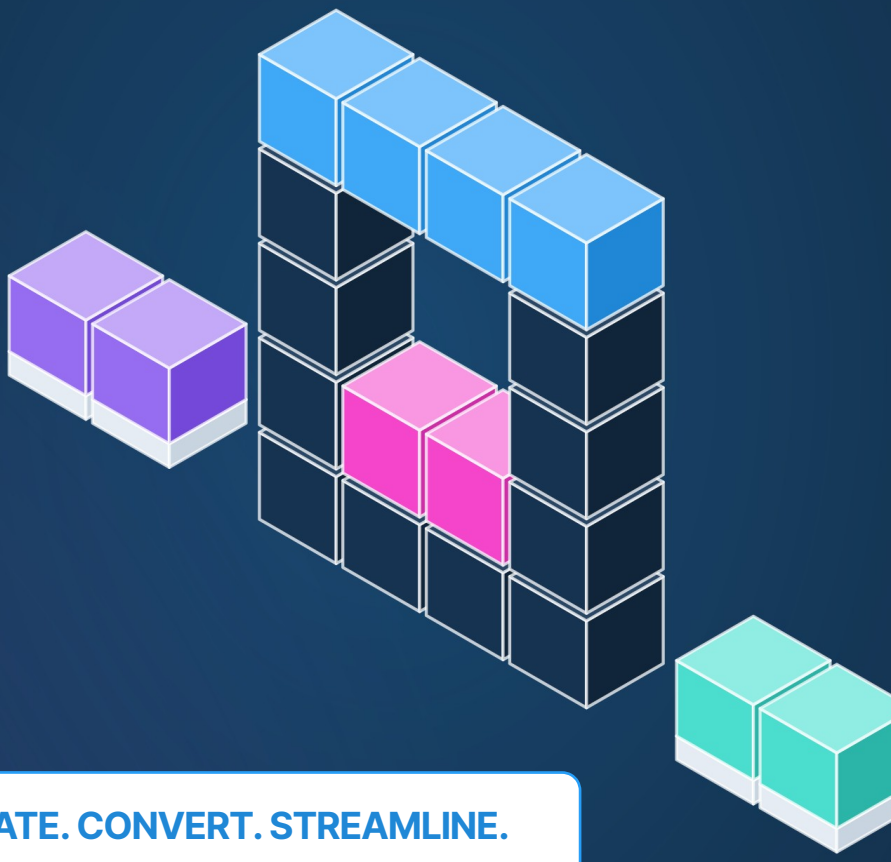
OPERATIONS INSIDER

LEAN · OPERATIONS · LEADERSHIP

THE MANAGER'S SMED QUICK START CHECKLIST

Score one machine in one hour, with evidence you can point at.



MEASURE. SEPARATE. CONVERT. STREAMLINE.

START HERE

How to Use This Check

One machine or one machine group, one hour with the supervisor and a setter, twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Go to the machine and open the real data: the changeover log, the last video or step list, the standard at the machine and the production plan.	Score each statement from 0 to 4. Without a log, a sheet or a board 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 machines or shifts.
3	Mostly in place and visible in the data.
4	Consistently in place, visible, reviewed and improved.

> **WHY CHANGEOVER TIME**
>
> **Long changeovers force large batches. Large batches create inventory, long lead times and late deliveries of everything that is not running. Cutting the changeover is the lever that makes small batches affordable.**

Before You Start

- **Scope:** one machine or one group of similar machines with at least one changeover per day.
- **Evidence:** changeover times of the last four weeks, the production plan, batch sizes and the stock behind the machine.
- **Tone:** you check the system, not the setters. Ask what they wait for, not why they are slow.

THE CHECK

01 Measure and Observe

NO.	CHECK	SCORE 0 TO 4
01	Changeover time is defined in writing as the time from the last good part of one job to the first good part of the next job at full speed.	
02	Every changeover on the pilot machine is logged with date, part numbers, team and minutes, and the average and the range are known.	
03	At least one changeover per machine type was recorded on video in the last twelve months and broken down into steps with times.	
04	The share of available time lost to changeovers is known per machine and reviewed monthly.	
05	A target changeover time exists for the pilot machine, with a date and an owner.	

02 Separate Internal and External

NO.	CHECK	SCORE 0 TO 4
06	Every step of the changeover is classified as internal (machine must stand) or external (machine can run).	
07	The next die, tool, material and paperwork are at the machine before the last part of the running job is made.	
08	A preparation checklist is used before each changeover and signed by the person who prepared it.	
09	Old tools are returned, cleaned and stored only after the machine is running again.	
10	Transport, cranes and forklifts are booked for the changeover in advance, and nobody waits for them while the machine stands.	

THE CHECK

03 Convert and Streamline

NO.	CHECK	SCORE 0 TO 4
11	Tools and dies have standardized heights, clamping points and locating elements, so that settings need no trial.	
12	Bolts are replaced by quick clamps or reduced to one turn where the changeover frequency justifies it.	
13	Settings such as stroke, pressure, feed and temperature are documented per part number and reused, not found by trial.	
14	Two or more people work in parallel with a defined sequence for each person where the machine size allows it.	
15	The first good part is confirmed at the machine with a gauge or sample, without a walk to a measuring room.	

04 Standard and Training

NO.	CHECK	SCORE 0 TO 4
16	A written changeover standard shows sequence, person, time and key points for each step, with photos at the machine.	
17	All setters and operators of the machine are trained on the standard, and the skills matrix shows who can change over alone.	
18	Tools for the changeover are on a dedicated cart or shadow board at the machine, complete and in a fixed place.	
19	Deviations from the standard time are recorded with a reason on the same day.	
20	The standard is updated within one week after an improvement and the old version is removed.	

THE CHECK

05 Use the Gain

NO.	CHECK	SCORE 0 TO 4
21	Shorter changeovers are used for smaller batches or more capacity by a written decision, not by accident.	
22	Batch sizes and the interval in which every part is produced were recalculated after the last reduction.	
23	Finished goods and work in process behind the machine fell after the batch sizes were reduced, and the figures show it.	
24	Changeover time is a key figure on the shop floor board with target, trend and reaction limit.	
25	The method is rolled out to further machines by a plan with priorities, owners and dates.	

Your Result

BLOCK	POINTS	OUT OF
01 Measure and Observe		20
02 Separate Internal and External		20
03 Convert and Streamline		20
04 Standard and Training		20
05 Use the Gain		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your changeover is habit. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Unmeasured. Changeovers take as long as they take, batches are sized to avoid them.	Define the changeover time. Log every changeover for two weeks.
40 to 59	Measured. Times are known, but preparation happens while the machine stands.	Record one changeover. Move the external steps out of the stop.
60 to 79	Organized. External work is prepared, a standard exists.	Convert settings and clamping, work in parallel, cut the batches.
80 to 100	Quick. Changeovers are short, stable and used for small batches.	Hold the level. Roll out to the next machine group.

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 and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
SMED STARTER KIT	The guide for the first 30 days on one machine, plus the analysis sheet in Excel with step list, internal and external split and before and after chart.
SMED EXCELLENCE BUNDLE	The full playbook, a two-day workshop pack, six templates, the Excel system with ideas, standard, changeover log and batch size effect, and a workshop deck.

Both are available at operationsinsider.com.