TPM Excellence Awards : Award for TPM Excellence Self-Checklist

Questions		Guide		Evaluation criteria/points						Self-grading
Classification	Question	Guide	Terminology	0 points	1 point	2 points	3 points	4 points	5 points	
1 [Required] Basic requirements for TPM	1-1 Are applicable legal requirements being complied with at work?	- Applicable laws and regulations are based on the country/region of your work location. - International certifications may be used in place of laws and regulations. In this case, enter details about the certification in the general overview.		There is no recognition of applicable legal requirements.	There is compliance with some legal requirements (less than 50% compliance overall).	All legal requirements are recognized, but some are not met (50% or more compliance overall).	All legal requirements are recognized and complied with.	All legal requirements are recognized and regularly assessed for compliance.	Standards that are stricter than the legal requirements are established and maintained.	
	1-2 Have clear top-level policies been established?	- This refers to the top-level policies of applicant companies or plants. - There is a need to confirm whether "Policy" contents are achieved through TPM deployment.		No top-level policies have been established.	Although top-level policies have been established, only the management are aware of them.	Although top-level policies have been established, only employees are aware of them.	Clear top-level policies have been established and disseminated/deployed to all staff at plants, including to non-employees.	Top-level policies have been deployed as policies/goals for all staff at plants.	Deployed goals are being assessed and reviewed as well.	
	1-3 Has a promotion system for TPM been established?	- There is a system to promote activities based on the participation of all staff at plants. - Establish a business organization that has overlapping smaller groups that can directly promote TPM to enable effective promotion.		None have been established.		Promotion systems for each pillar have been established under a TPM promotion supervisor.	The TPM promotion supervisor is also the supervisor (manager) of the plant, under which promotion systems for each pillar have been established.	(Along with the criteria for 2 points) There is a TPM promotion office at which regular meetings for each pillar are held.	The TPM promotion supervisor, managers, and front-line employees are all functioning within the established promotion system.	All staff at plants participate in and promote TPM.	
	1-4 Has a master plan* for TPM promotion been established for the entire plant?	- There is a need to confirm whether the plant master plan is consistent with promotion plans at each pillar.	- A master plan is the timeline of the basic TPM plan. It should be used as a standard for activities at all pillars, and as a guide when developing promotion plans for each pillar.	No master plan has been established.	There is a master plan, but details are not specified.	There is a master plan, but it has not been deployed for each pillar's promotion plan.	The master plan is the standard that is being deployed for promotion plans in each pillar.	The master plan is deployed towards each pillar, and works together with each other.	The promotion plan of each pillar is being developed based on the master plan, and it is possible to confirm this.	
2 Status of TPM promotion	2-1 [Required] At how many pillars* is it being implemented?	- Award for TPM Excellence require a minimum of six pillars: Focused Improvement (FI), Autonomous Maintenance (AM), Planned Maintenance (PM), Quality Maintenance (QM), Education and Training (ET), and Safety, Health, and Environment (SHE). Early Management (EM) and Improvement of the administrative and indirect departments(=Office iImprovement; OI) may be excluded from assessments if the plant does not have such functions. - Even if actual activities are not configured as pillars, if activities can be shown to have attributes of pillars, they can be submitted for judging.	- There are eight pillars, namely Focused Improvement (FI), Autonomous Maintenance (AM), Planned Maintenance (PM), Quality Maintenance (QM), Education and Training (ET), Safety, Health, and Environment (SHE), Early Management (EM), and Improvement of the administrative and indirect departments(=Office iImprovement; OI).	Only the 5Ss are implemented.	Only AM is implemented.	FI, AM, and PM are implemented.	6 pillars are implemented (FI, AM, PM, QM, ET, SHE).	Eight pillars are implemented.	Further implementation (Other pillars in addition to the 8 pillars are implemented.)	
	2-2 Have targets (KPIs, KAIs*) been established?		- Targets for results of activities are called KPIs (Key Performance Indicators), and targets for achievements are called KAIs (Key Activity Indicators). - Examples: KPIs: OEE, number of failures, percentage of defects, number of minor stoppages, number of accidents that cause loss time, etc. KAIs: Number of improvements, activity hours, number of malfunctions, number of OPL sheets, number of near-miss incidents, number of improvement proposals, etc.	None have been established.		Although targets have been established, there have been no analyses of losses that would act as the basis for targets.	Targets (KPIs, KAIs) are set based on information such as loss analysis.	(Along with the criteria for 2 points) Measures and actions are being taken to address the difference between KPI and KAI targets and actual performance.	It has been confirmed that KPI and KAI performance has contributed to cost reductions.	(Along with the criteria for 4 points) It also contributes to management goals at the plant.	
3 Focused Improvement	3-1 Are losses recognized?	- These are to be based on the 16 major losses that hinder productivity.	- Loss-cost matrix is a table comparing losses and cost. It finds where losses are in on-site cost structures and identifies losses that have the greatest impact.	None are recognized.	Definitions appropriate for the target plant have been made for the 16 major losses	Measurements of losses are being made based on defined losses.	Confirmation of the relationship between loss and cost are being made with the loss-cost matrix*.	Conversion of losses into monetary values have been made using the loss-cost matrix.		
	3-2 Are improvements being made?	- Making improvements with CAP-Do based on loss analysis.		None are being made.	Improvements are being made as needed.	Improvements are being systematically made and their progress is being documented.	Improvement plans are created/implemented based on the results of loss analysis.	Improvements are being deployed horizontally.	There are multiple examples of zero loss cases.	
	3-3 Are improvement methods being used?	- Showing what methods were used for improvements is recommended for judging.		No	Pareto charts, statistical tables, distribution maps/scatter diagrams, etc. are being used.	(Along with the criteria for 1 point) 4M analysis, why-why analysis, cause-and-effect diagrams, etc. are being used.	(Along with the criteria for 2 points) Practical methods such as Single Minute Exchange of Die (SMED) are being implemented.	Measures against loss, such as PM analysis along with On-Site Improvement (Karakuri Kaizen), are being taken.	Methods and tools such as FMEA to avoid risks (prevention) are being used.	
4 Autonomous Maintenance	4-1 [Required] To what extent have autonomous maintenance activities progressed in the seven steps* of the JIPM Standards?	- Progress at the time of application - Base information on the number of applicable pieces of equipment set when TPM was deployed.		Completed Step 1	Completed Step 2	Completed Step 3	Currently progressing with Step 4	75% or more target facilities have completed Step 4.	Completed Step 4	
	4-2 What activities are conducted for autonomous maintenance?	- Autonomous maintenance should be conducted in steps. - Conduct diagnosis at each stage before going to the next one. - Attaching/detaching tags, Cleaning (C), Inspection (I), Lubrication (L), shortening times, visual management, inspection skill training, etc.		Identification of malfunctions and attachment/detachment of F(Efu)-tags, organization of the workplace are being implemented.	Measures against sources and difficult areas are being implemented.	Cleaning (C), Inspection (I), and Lubrication (L) work are being reviewed and standardized.	Training for workers related to overall inspections along with assessment of inspection skills are being conducted.	Overall inspection for 75% or more target equipment has already been completed.	Preventive maintenance for equipment and quality have been incorporated.	
	4-3 Are activity boards, one-point lessons (OPL), and meetings* being applied effectively?		- These are known as the three essentials for TPM*, and their application is encouraged as tools to revitalize work sites	Not being applied.	Applied in some AM circles.	Of activity boards, one-point lessons, and meetings, two are applied for all AM circles.	Activity boards are applied for all AM circles, and effective regular meetings are being held. One-point lessons are being appropriately managed.	Results of activity boards, one-point lessons, and meeting results are shared with other workplaces.	One-point lessons and activity statuses are created into databases and applied to activities throughout the company.	

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5 Planned Maintenance	5-1 Are the number of failures, MTBF, and MTTR recognized and improvement implemented?			The number of failures and equipment downtime are not recognized.	The number of failures and downtime hours are recognized and recorded as daily reports.	Maintenance information such as MTBF and MTTR is being managed. Furthermore, failures are categorized and measures to prevent recurrences are implemented.	Causes of failures are identified and improvements are implemented.	Identification of failure causes along with improvement measures have been horizontally deployed to relevant facilities.	Activities that are plant-wide extensions of MTBF and contribute to shortening MTTR are being conducted.	
	5-2 Are maintenance methods used rationally?	- Select appropriate maintenance methods (such as TBM, CBM, BM, CM) according to the criticality assessment of equipment and deterioration/failure characteristics		Retroactive maintenance is conducted.	TBM is implemented for some equipment.	Criticality assessment of equipment is conducted, and TBM is implemented for highly-critical equipment.	TBM has been firmly established and CBM is being implemented on highly-critical equipment.	Preventive maintenance has been established with periodic/predictive maintenance.	Equipment maintenance systems have been established and is in operation.	
	5-3 Are efforts being made to improve maintenance efficiency?	- Implementation of management for spare components, lubricants, blueprints, tools, and maintenance costs, etc., - Improved efficiency of inspections/actions and extended intervals of inspection		None are being made.	3Ss are being implemented for spare components, lubricants, etc.	There is a designated supervisor assigned for implementation as a Planned Maintenance initiative.	There is a system built and applied for managing spare components, lubricants, blueprints, and tools.	Education and training is conducted for maintenance staff, and maintenance costs are being managed.	There is a system in place for maintenance (and is established as a mechanism).	
6 Quality Maintenance	6-1 Are occurrences of defects recognized? (What efforts are being made to prevent defects?)			Not taking measures.	Recognized as outflow and in-process defects in data form.	Defects are categorized by phenomenon, and countermeasures are being implemented.	Work conditions to prevent defects are established and maintained.	Equipment improvements that prevent recurrences of defects are being implemented.	Activities that exceed the criteria for 4 points are being conducted.	
	6-2 What measures are taken against individual defects?			None are being taken.	Emergency measures are taken after defects occur.	Causes of defects are pursued and eliminated.	True causes of defects are pursued to prevent recurrences.	Standards are revised and training conducted to prevent recurrences.	Consistent measures are being maintained to attain zero defects.	
	6-3 Is the production of good products being managed well?		- The QA matrix displays the relationship between quality failure mode and production processes in a matrix format. - The QM matrix displays the 3M conditions necessary to guarantee good products per production process in a matrix format. - The Q component is something to be displayed in order for operators to confirm on-site/in-person that it is an important target for management as a condition for good products. - Q components may also be called Q points.	No management has been implemented.	Quality standards have been established.	QA matrix* is being used to clarify the relationship between failure modes and production processes.	QM matrix* is being used to maintain conditions for good products.	Q component* configurations are made to manage conditions for good products on a daily basis.	Activities that exceed the criteria for 4 points are being conducted.	
7 Education and Training	7-1 Is there a training program for workers?			There is only training for new workers.	Safety and skill training are conducted.	Skill training using educational materials (Maintenance Dojo) based on OPL and practical experience is conducted.	Technical training such as for equipment principles is conducted.	Training related to improvement methods, etc. is conducted.	Training related to improvement skills such as Karakuri Mechanisms is conducted.	
	7-2 Are efforts being made to build capabilities (skills)?		- The Skills Matrix categorizes necessary expertise and skills, and assesses each individual's skills in stages, and displays this in a matrix.	None are being made.	OJT is conducted to pass on skills.	Skills are visualized in the Skills Matrix*.	Training is conducted based on the Skills Matrix.	Multi-skill development is being conducted, or there is an in-house qualification system.	There is a system to encourage acquisition of public qualifications, or there is a system to commend qualifications.	
	7-3 Has an environment been created for self-development?	- Environments for self-development generally are those such as providing books, correspondence education, support such as e-learning, or providing physical space for education such as a dojo.		None have been established.	Efforts are being made to create an environment for self-development.	Some books and learning materials have been prepared.	There are sufficient books/learning materials available to promote TPM.	(Along with the criteria for 3 points) An environment that allows staff to receive correspondence education, e-learning, etc. is available.	Environmental developments that exceed the criteria for 4 points has been implemented.	
8 Safety, Health, and Environment	8-1 Is safety and health management being implemented?			Yes, to the level of legal standards.	Measures are being taken against occupational accidents that have occurred.	Measures are being taken against near misses and noted unsafe areas.	Activities such as risk analysis are being undertaken to prevent incidents and occupational accidents.	Workplace environment improvements are being implemented, such as that for noise.	Activities that exceed the criteria for 4 points are being conducted.	
	8-2 Are safety measures being implemented?			Safety patrols and a system for reporting unsafe areas are available.	Safety training is being conducted.	Protective measures such as safety fences, covers, and signage are implemented.	Measures to eliminate unsafe areas (Poke Yoke, fail-safe) are implemented.	Measures to eliminate unsafe areas in work areas outside that of regular work are being implemented.	Activities that exceed the criteria for 4 points are being conducted.	
	8-3 Is the environment being managed?			Yes, to the level of legal standards.	Reduction of waste, etc. is being implemented.	The 3Rs (Reduce, Reuse, Recycle) are implemented.	Energy and resource conservation based on data such as energy loss is being implemented.	Daily management of energy loss is being implemented.	Voluntary targets are configured and management toward achieving targets is being implemented.	

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9 Early Management *This is not a required element for judging.	9-1 Is there a system for installing equipment?	- For the Early Management category of Award for TPM Excellence, "Early Management of products" is not a required activity. However, if activities for the "Early Management of products" are being conducted, they will be included with the other criteria to be scored. (There will be no points subtracted for this if it does not meet the standard criteria). In this case, please change the items for judging from "equipment" to "products" for questions 9-1 to 9-3.		There is almost no consideration of this. (Installation of equipment is led by headquarters with no involvement by plants.)	Although we supervise installation of equipment as a plant, we are not involved in deliberations on its specifications.	Information on safety, operation, and maintenance are provided as MP information for equipment specifications.	We offer design reviews, etc. at the equipment planning stage, which enables us to incorporate requirements necessary for the plant.	During the product planning period, consideration is given to systems that will maintain good product conditions.	Activities that exceed the criteria for 4 points are being conducted.	
	9-2 Has a system for equipment early management been established, and have clear targets been set?	- TPM efforts are requested for early management for equipment. In other words, specific efforts to reflect the concept of maintenance prevention (MP) on equipment should be implemented.	- KPI: Key Performance Indicator - KAI: Key Activity Indicator	We are not able to, or do not get involved with specifications, operations, etc., during equipment installation.	The only goal is to meet the budget.	Target values for "shortening development periods" and "vertical launch" have been established as KPIs.	Development period management has been appropriately implemented and targets have been attained. Or, malfunctions were uncovered before launch, enabling vertical launch.	The early management system for equipment is used for process and equipment design during new product planning.	Assessments of environmental impacts are conducted and passed when new equipment is developed.	
	9-3 Is MP design considered when introducing equipment?		MP design: Maintenance prevention design. Past experiences and applicable new technologies are collected as MP information to be used for the design of new equipment	It is rarely considered.	Past information on failures, safety, operation, maintenance, etc., is collected but not recognized as MP information.	A system to used collected information as MP information has been established, but this is not applied to new equipment.	MP design is conducted using MP information. Furthermore, it is also reflected in the checklist at design reviews.	MP-designed equipment goes through on-site assessments for effectiveness and adequacy after installation.	Activities that exceed the criteria for 4 points are being conducted. (Equipment design that takes into account quality assurance, the environment, installation space, etc., based on MP design)	
10 Improvement of the Administrative and Indirect Departments *This is not a required element for judging.	10-1 Are losses in administrative and indirect departments clarified and have improvements produced results?			Losses are not clarified.	Although losses are recognized, no activities for improvement are being made.	Losses are defined and indicators configured.	Themes for improvement are noted for losses, which are applied to work improvement activities.	New measures for administrative and indirect departments loss, with the supply chain in consideration, are being implemented.	Organizational reform for administrative and indirect departments is being conducted (such as DX).	
	10-2 Is work evolving to become more efficient?	- It is recommended to separate issues to improve efficiency in your department from issues to be resolved across departments. ("Autonomous Maintenance" and "Focused Improvement" for the administrative and indirect departments)		Nothing is being done.	3S (Sort, Set in order, Shine) activities for the workplace environment are being implemented.	Document filing, supplies, and digital data management are being properly implemented to improve work efficiency.	Effective tools for improve work efficiency are used, successfully shortening work hours and work lead times.	Work improvements have been started, including at suppliers, with success.	Reform for indirect departments (such as DX) are being conducted with success.	
	10-3 Are there any efforts being made to improve staff work performance capabilities?	- It is important to clarify what expertise and skills are necessary to perform duties.		There is no training plan, and training is conducted on an ad hoc basis.	Necessary skill sets have been identified.	Planned training is being conducted through OJT and Off-JT.	Skill assessments are being applied to enable staff to attain targeted skills.	Indirect work is being streamlined with multi-skilling, work leveling, etc.	Reforms that will improve the work efficiency for indirect departments are being implemented.	

Reference (The following items are not subject to judgment by self-grading. However, in the Assessment, the results of TPM will be included and judged comprehensively.)

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[These are not subject to judgment by self-grading.] TPM results	Have there been reductions in the number of accidents that cause loss time?		BM stands for benchmark. It is often a starting point for activities covered by Award for TPM Excellence.	There have been more than six incidents/year in the last year, or there has been no change.	There have been more than three incidents/year in the last year, or there has been an approximately 10% reduction compared to the BM.	There have been two incidents/year or less in the last year, or there has been an approximately 30% reduction compared to the BM.	There has been one incident/year in the last year, or there has been an approximately 50% reduction compared to the BM.	There have been zero incidents in the last year.	There have been zero incidents in the last two years.	
	Has productivity improved?	- Examples of assessment indicators (OEE, OLE, OPE, etc.)		No improvement, or it is getting worse.	There has been an approximately 5% improvement compared to the BM.	There has been an approximately 10% improvement compared to the BM.	There has been an approximately 15% improvement compared to the BM, or 75% OEE has been attained.	There has been an approximately 15% improvement compared to the BM, or 85% OEE has been attained.	Better results than the criteria for 4 points have been attained.	
	Has the number of failures decreased?			No decrease, or there have been increases.	There has been an approximately 10% decrease compared to the BM.	There has been an approximately 30% decreased compared to the BM.	There has been an approximately 50% or more decrease compared to the BM.	It has decreased to less than 20% (1/5) compared to the BM.	It has decreased to less than 10% (1/10) compared to the BM.	
	Has the number of defects decreased?			No decrease, or there have been increases.	There has been an approximately 10% decrease compared to the BM.	There has been an approximately 30% decreased compared to the BM.	There has been an approximately 30% or more decrease compared to the BM.	There has been an approximately 50% or more decrease compared to the BM.	It has decreased more than the criteria for 4 points.	
	Has the number of proposals for improvement* increased?	- Proposals for improvement are not limited to TPM activities, and the proposals themselves are something to be encouraged and respected. - The number of proposals for improvement include proposals that have been implemented as well.	- Proposals for improvement also include the following: - Proposals related to the 16 major losses - Proposals related to measures taken against the origins of problems - Proposals for levels of tagging faults (malfunctions) - Proposals related to safety and the environment	0 proposals/person per month	1 proposal/person per month	1 to 2 proposals/person per month	2 to 3 proposals/person per month	3 to 5 proposals/person per month	5 proposals/person per month or more	