

# IFA AUDIT: OEE FOCUS

**FOCUS:** Focus is the pivot point between Information and Action. It is the moment in time when Information is reviewed and a course of Action is decided (typically through review meetings). Mark each of the following ten (10) characteristics that you practice consistently with a “Yes”.

Characteristic	Description	Y/N
<b>Improvement is Systematic</b>	A specific framework for OEE improvement is systematically applied (as opposed to a more haphazard, hit-or-miss approach). This framework may be simple (e.g., Top Losses) or sophisticated (e.g., Lean Manufacturing).	
<b>Primary Focus is Loss</b>	The primary focus in meetings is reducing loss: OEE Losses (Availability Loss, Performance Loss, Quality Loss) or Six Big Losses (Setups, Breakdowns, Slow Cycles, Small Stops, Startup Rejects, Production Rejects).	
<b>Information Drives Decisions</b>	Decisions on how to move forward are firmly grounded in information (fact-based; not personality-based or opinion-based). Losses are discussed in concrete terms (e.g., reasons, occurrences and durations).	
<b>Decisions Drive Actions</b>	Actions to improve OEE (reduce loss) are identified, agreed upon, and documented. Actions that can be completed before the next meeting interval are preferred (in the spirit of Agile).	
<b>Meetings are Structured</b>	Meetings are time-boxed and have well-defined objectives. It is clear to everyone when objectives have been met. Tangents are quickly identified and put to the side.	
<b>Meetings are Productive</b>	Meetings are positive, proactive, and professional. Participants are energized and prepared (e.g., they thoroughly understand OEE losses for their area of responsibility as well as the status of previous Actions).	
<b>Focus is Operational</b>	Focus is applied at an operational level. Information is reviewed within shifts (Short Interval Control) and across shifts (Shift Handover) for ongoing course corrections and small-scale fixes during the next interval.	
<b>Focus is Tactical</b>	Focus is applied at a tactical level. Supervisors set daily and weekly improvement targets (e.g., changeovers, down time, maintenance). Strategy is communicated down and intractable problems are escalated up.	
<b>Focus is Strategic</b>	Focus is applied at a strategic level. Top-level managers set stretch goals for OEE improvement and periodically meet to monitor progress, assess trends, recalibrate initiatives and reinforce vision.	
<b>Focus is Aligned</b>	There is strong alignment, coordination, and communication of OEE improvement initiatives across all levels (Operational, Tactical, and Strategic). All employees share a common understanding and mission.	

Total up your “Yes” answers and enter your score. Then brainstorm and write down ideas for improvement.

Score



*Like a chain, IFA is only as strong as its weakest link. All three factors (Information, Focus, and Action) must be present and in balance to achieve optimal Results. Score all three IFA factors to see which part of your process most needs improvement.*