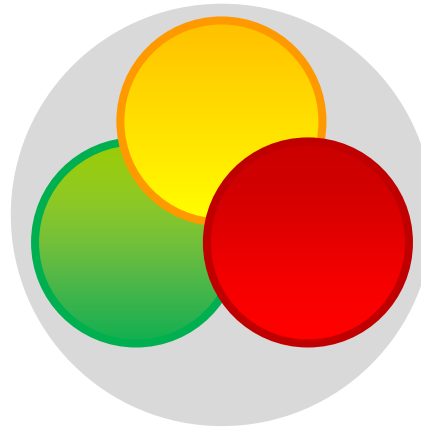




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# Continuous Improvement Toolkit

## Traffic Light Assessment



# The Continuous Improvement Map

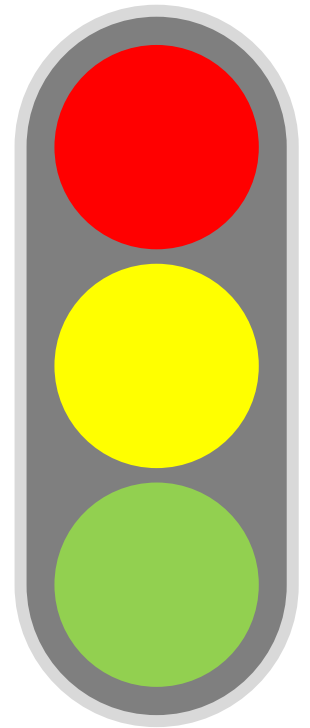


# Traffic Light Assessment

A rating system

Evaluates the **performance** in relation to a goal

Results are expressed using the **three colors** of the real traffic lights



# Traffic Light Assessment

A good way to **communicate** information

Have the advantage of being **universally recognized**



# Traffic Light Assessment

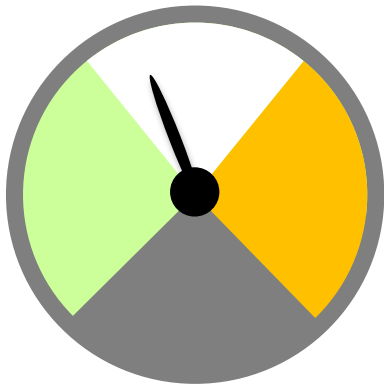
Good and poor performance can easily be identified

The results help in **decision making**

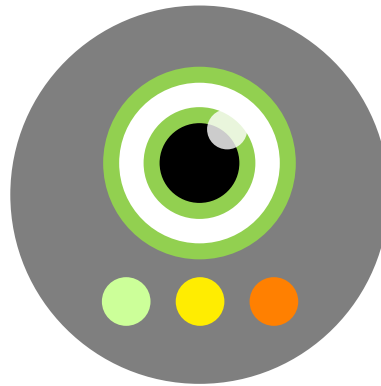


# Traffic Light Assessment

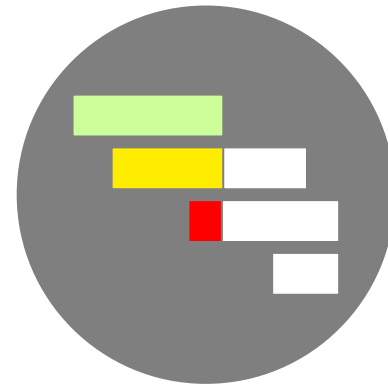
Traffic lights systems concepts are widely used in . . .



Performance  
Management



Visual  
Management



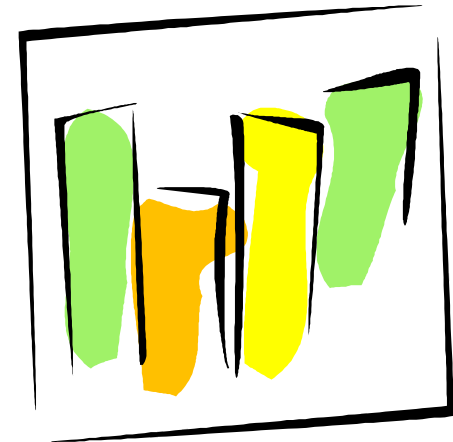
Project  
Management

# Traffic Light Assessment

## Performance Management

Helps **presenting** performance information for decision making purposes

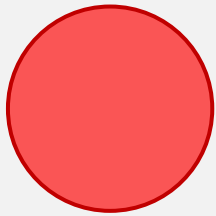
Often used in management **review meetings**



# Traffic Light Assessment

## Performance Management

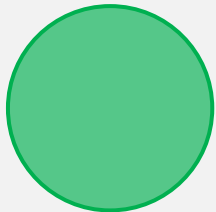
Results are expressed in terms of colors . . .



A performance that is **far below** from target



A performance that is a bit below from target



An expected performance (or better than expected)

# Traffic Light Assessment

## Performance Management

Traffic light colors can be applied to . . .

Performance indicators

Trend indicators

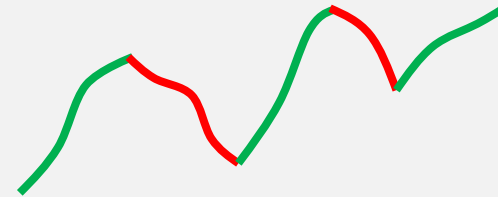
Variance indicators

Graphical charts

Dashboards



4.4% 3.1% 2.8%



# Traffic Light Assessment

## Performance Management

### Applications . . .

Performance and trend reports

Financial reports

Marketing reports

Customer satisfaction reports

Quality control reports



# Traffic Light Assessment

## Performance Management

### Applications . . .

Risk management and safety audits

Compliance audits

Staff training and development

Staff performance management

Retention analysis and planning



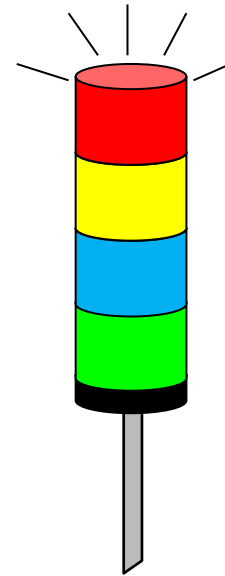
# Traffic Light Assessment

## Visual Management

Traffic light assessment is frequently used in **factories**

The **Andon display** uses traffic light signals to communicate production information

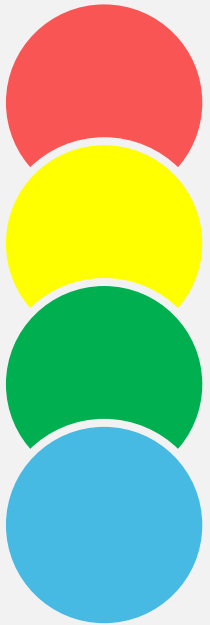
It helps bringing immediate **attention** to problems as they occur



# Traffic Light Assessment

## Visual Management

Information is expressed in terms of colors . . .



A production that has stopped or a line that is down

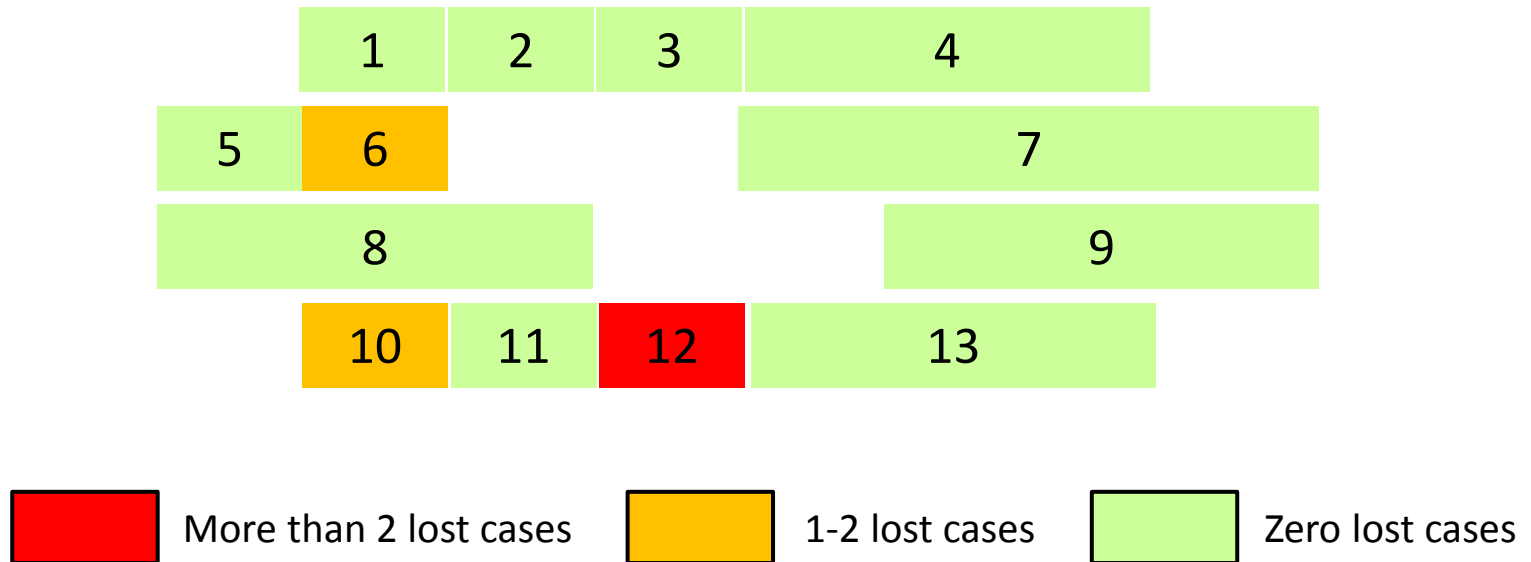
Production has slowed down / attention is needed to fix something

Normal production levels and a line that is running smoothly

Operation needs something (material, tooling, ...)

# Traffic Light Assessment

## Visual Management



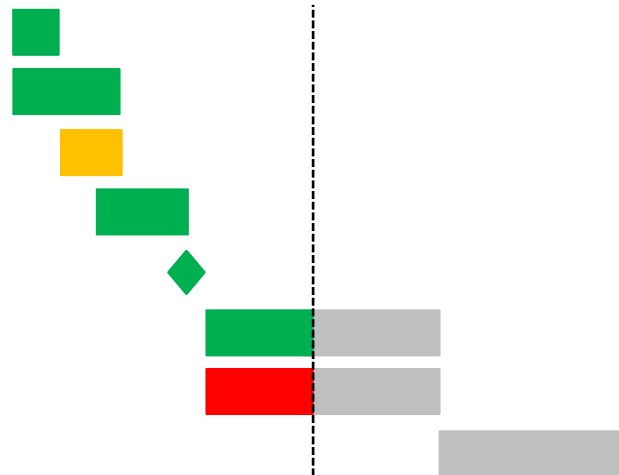
A map for the areas which have the **most safety incidents** that resulted in lost time

# Traffic Light Assessment

## Project Management

How well **activities** and **milestones** are being achieved?

How on track the overall project is?



# Traffic Light Assessment

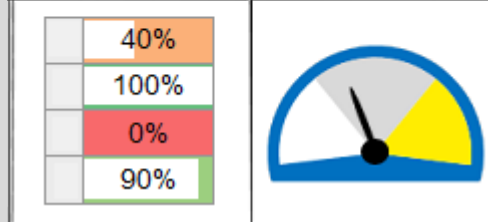
## Project Management

Activity management



Risk management

Project tracking

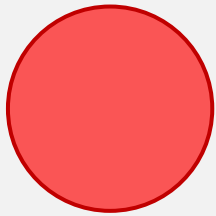


Project KPIs

# Traffic Light Assessment

## Project Management

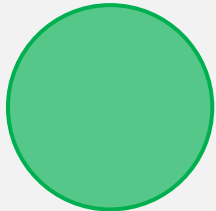
Project information is expressed in terms of colors . . .



An activity that is **incomplete**



An activity that is **partially completed**, or was completed after due date



An activity that was **completed** on time, or ahead of time.

# Traffic Light Assessment

## Project Management

**Additional colors** can be used to convey specific information . . .



Scheduled activities



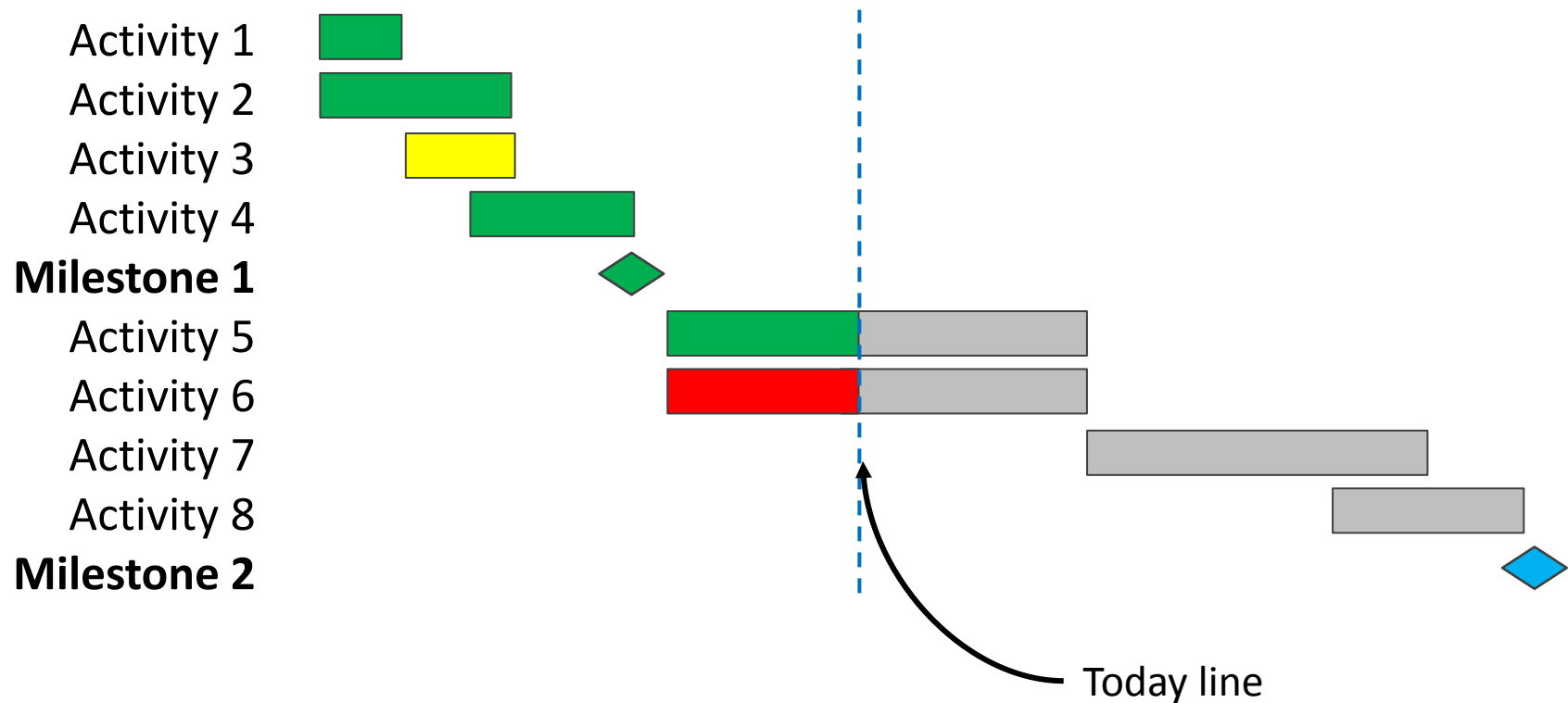
On hold activities



New added or changed activities

# Traffic Light Assessment

## Project Management - Example



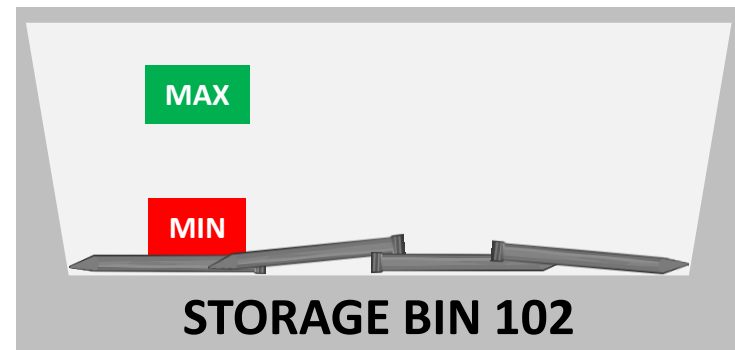
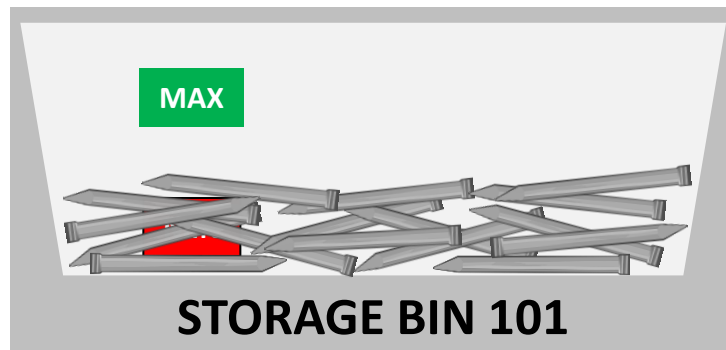
# Traffic Light Assessment

## Other Uses

**Marking** inventory levels and reorder triggers

**Communicating the status** of a material or product

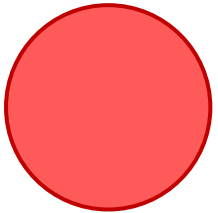
Knowing what a team think of a particular idea



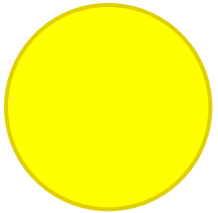
# Traffic Light Assessment

## Other Uses

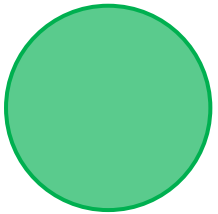
**Team members** may use them to assess an idea . . .



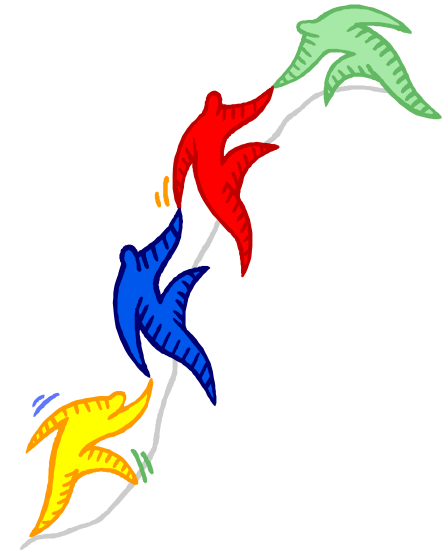
An idea that is poor or inappropriate



A good idea,  
or an idea that needs to be reviewed



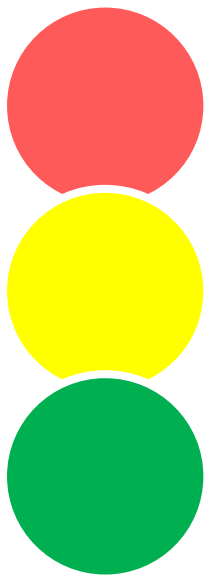
An excellent idea



# Traffic Light Assessment

## Other Uses

In the **food industry**, traffic light labels can be used to show how much fat, sugar and salt exist in the food products



High

Medium

Low



# Traffic Light Assessment

## Other Uses – Skills Matrix

ID	Name	Job Title	Safety Intro.	Product Defects	SPC	5S	SOP	DMAIC	FMEA	Score
3113	Harvey	Supervisor	2	2	2	0	4	0	0	10
3120	Sami	Supervisor	2	4	3	1	3	2	0	15
3181	Emer	Maintainer	1	1	2	2	4	0	0	10
3109	Zekaria	Maintainer	0	1	1	0	3	0	0	5
3110	Shadi	Inspector	0	2	0	0	2	0	0	4
3193	Peter	Inspector	1	3	1	0	2	1	0	8
3174	Kumar	Inspector	1	2	1	1	1	0	0	6
Training Requirement Score:			5	2	4	6	1	6	7	

4

Trainer level

1

Basic awareness

3

Practical experience

0

Training needed

2

Little practical experience

# Traffic Light Assessment

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## Further Information

Use charts rather than detailed data where relevant

Sometimes, the letters **R**, **Y** and **G** (or **R**, **A** and **G**) are used in addition to the colors