Gemba walk checklist

Observe on site, ask, record what you saw. It is not for punishing: it is for learning and supporting.

Date: _____ Area: _____ Visited by: _____

No.	Item to observe	Comp.	Non-comp.	N/A	Note (what I saw)
1. Safety					
1	Aisles and emergency exits are clear	☐	☐	☐	
2	Correct PPE worn by everyone in the area	☐	☐	☐	
3	Machine guards in place, no improvised fixes	☐	☐	☐	
4	Floor dry, with no oil or loose cables	☐	☐	☐	
5	Chemicals labeled and stored in the right place	☐	☐	☐	
2. Housekeeping (5S)					
6	Every item has a defined, labeled place	☐	☐	☐	
7	Tools and fixtures are in the right place and quantity	☐	☐	☐	
8	Machine and workstation clean, no leaks	☐	☐	☐	
9	Misplaced material and trash do not pile up	☐	☐	☐	
10	5S standard is visible (reference photo, floor marking)	☐	☐	☐	
3. Flow and quality					
11	Material reaches the station at the right time and in the right quantity	☐	☐	☐	
12	Work in process is within the agreed limit	☐	☐	☐	
13	Suspect parts and scrap are identified and separated	☐	☐	☐	
14	The operator knows what a good part and a bad part look like	☐	☐	☐	
15	Stops and waiting time are being recorded	☐	☐	☐	
4. Standard and visual management					
16	Work instruction is up to date, visible and followed	☐	☐	☐	
17	The operation follows the standardized sequence	☐	☐	☐	
18	Indicator board is up to date (target vs actual)	☐	☐	☐	
19	Deviations on the board have an action and an owner	☐	☐	☐	
20	Signals (andon, cards, colors) work and are understood	☐	☐	☐	
5. People and improvement					
21	The operator explains what they do and why	☐	☐	☐	
22	Problems are raised without fear of punishment	☐	☐	☐	
23	Improvement ideas are recorded and get feedback	☐	☐	☐	
24	The leader is present at the station and knows the team	☐	☐	☐	
25	Actions from the last visit are closed or have a new date	☐	☐	☐	

Visit score

Block	Compliant	Checked	Score
1. Safety			
2. Housekeeping (5S)			
3. Flow and quality			
4. Standard and visual management			
5. People and improvement			
Total			

Block score = compliant items ÷ items checked × 100. "N/A" items are left out. A non-compliant safety item calls for immediate action.

Actions

Location	What I saw (fact)	Action	Owner	Due