

This questionnaire is designed to assess your operations, production and service delivery process, and how well it supports the achievement of your business goals. There are no right or wrong answers; the benefit is largely in the process of thinking this through and finding ways to improve it.

If you have more than one main product or service line you might want to carry out this review for each of them.

Who is responsible for operations?	
What do you produce?	
How many of these do you produce per year?	
How many people (or their full-time equivalents) are employed in production?	
What is the average elapsed time required to produce one of these?	
How many manhours on average are consumed in producing each one?	
What kinds of production do you have:	
One-off unique projects	
Small batches of similar or identical products or services	
Mass-produced identical products or services	
Do you have a well-defined written production process?	
Describe your production process:	
Does the production process support your USP?	
Do you have written production targets?	
Do you incentivise operations staff to achieve their targets?	
Do these targets match the business objectives?	

Do you measure productivity or output of individuals and teams?	
What resource limits the amount you produce given sufficient demand?	
Do you measure utilisation of that resource?	
What hours do you operate?	
Do you have KPIs and norms for production activities?	
Do you record performance against KPIs and take the necessary action?	
Do your operations staff undergo regular formal training?	
Are your operations staff paid at the current market rate?	
Do you have a backlog of work?	
Do you have quality control processes in place?	
Do you have quality accreditation?	
Do you understand your customer categories and the benefits they seek and measure achievement of those benefits?	
Do you engage customers in product development and service improvements?	
Do you respond quickly and effectively to enquiries via the people who can provide the best solution to their need?	
Do you agree with each client up-front what is to be delivered and how success will be measured?	
Are you accessible to customers at all their preferred times and using all their preferred channels?	
Do you measure customer satisfaction regularly, publish the results and make sure the results provide a basis for action – then take it?	
Do you make explicit in your values, statements and actions that pleasing the customer is the top priority?	
Do you train all employees in customer service and your values and then empower them to do what it takes to deliver great customer service?	
Do you have an accessible and blame-free complaints procedure focused on resolving the issue for all customers and all time?	
Do you measure customer service and reward or acknowledge individuals who excel?	
Are you intolerant of avoidable poor customer service in your values, statements and actions?	

Have you defined how you measure good customer service in your business and adopted key performance indicators (KPIs) for controlling the end-to-end process?	
Do you include targets for these measures for all staff and review performance monthly and annually, including them in your incentivisation scheme if you run one?	
Do you publish actual performance figures against target?	
Do you carry out regular and post-project reviews and learn from mistakes and successes and capture improvements in revised processes?	
Do you benchmark against the best performers inside and outside your industry?	