

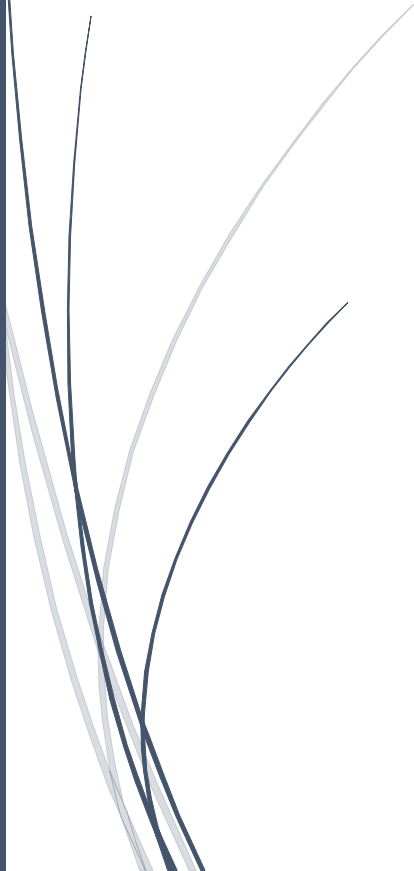


सूक्ष्म, लघु और मध्यम उद्यम मंत्रालय  
MINISTRY OF  
**MICRO, SMALL & MEDIUM  
ENTERPRISES**



# MSME SUSTAINABLE (ZED) ASSESSMENT CHECKLIST

## GOLD CERTIFICATION



## **ABOUT THE CHECKLIST**

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This checklist is meant to be used by the assessors for the assessment of applicant MSME unit(s). The checklist is based on the MSME Sustainable (ZED) Certification Model & Standard and provides the following benefits:

- Provides a tool to the assessor(s) to objectively assess an MSME on the requirements of the ZED model and standard
- Assists Assessor(s) to plan the assessment effectively and cover all requirements
- Assists in ensuring a uniform approach towards assessment by different assessors
- Provides reference to objective evidence captured during assessment

The checklist can also be used by the MSMEs to assess their readiness for the certification.

## **ASSESSMENT REQUIREMENTS AND APPROACH**

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After taking the ZED Pledge, an MSMEs can apply for certification at any of the following three levels:

- Certification Level 1: BRONZE (5 Parameters)
- Certification Level 2: SILVER (14 Parameters)
- Certification Level 3: GOLD (20 Parameters)

Conformance to the requirements of the parameters, at a specific level would determine if the applicant MSME can attain the certification.

Based on the objective evidence, the fulfilment of the requirements by the applicant MSME will be determined. In case of non-fulfilment of any requirement, Non-Conformity(ies) raised will be mentioned in the columns assigned, along with the objective evidence. The Non-Conformity(ies) have no sub-category. This checklist helps the applicant MSME to easily capture the Non-Conformity(ies) so as to identify Root Cause and propose appropriate Corrective and Preventive Actions for the closure of Non-Conformity(ies). The checklist also includes a provision to highlight 'Opportunities for Improvement (OFIs)', as applicable.

The checklist, therefore, provides a simple tool to objectively conduct the assessment and record the assessment findings.

## ASSESSMENT CHECKLIST

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### 1. LEADERSHIP

#### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
1.1	<ul style="list-style-type: none"><li>Roles &amp; Responsibilities at all levels are clearly defined &amp; documented</li></ul>			
1.2	<ul style="list-style-type: none"><li>Organogram is established</li></ul>			
1.3	<ul style="list-style-type: none"><li>Organisational Performance including regulatory compliances, quality, product &amp; occupational safety and environmental performance is reviewed regularly for compliance and meeting the set objectives</li></ul>			

## 2. SWACHH WORKPLACE

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
2.1	▪ SOPs for cleaning & hygiene are in place addressing the nature of products, processes, customer & regulatory requirements			
2.2	▪ All equipment, tools, work spaces & areas are maintained clean, uncluttered & organized as per the SOPs & requirements			
2.3	▪ Cleanliness & hygiene is propagated & emphasized across the organisation			
2.4	▪ Mechanism for periodic audit for cleaning, hygiene & cleaning validation (wherever applicable) is in place			
2.5	▪ The audit results are reviewed periodically			

### 3. OCCUPATIONAL (WORKPLACE) SAFETY

#### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
3.1	<ul style="list-style-type: none"> <li>▪ Formal safety policy is in place</li> </ul>			
3.2	<ul style="list-style-type: none"> <li>▪ Systems are in place to                             <ul style="list-style-type: none"> <li>✓ identify all safety aspects and communicate regularly to all employees and contract workers</li> <li>✓ impart regular safety trainings to employees and contract workers</li> <li>✓ ensure that relevant PPEs are used by the employees</li> <li>✓ develop safety systems, as required</li> <li>✓ conduct mock drills involving employees and contract workers</li> </ul> </li> </ul>			
3.3	<ul style="list-style-type: none"> <li>▪ Safety forms a part of the Key Performance Indicators (KPIs) of employees</li> </ul>			
3.4	<ul style="list-style-type: none"> <li>▪ The organisation has implemented                             <ul style="list-style-type: none"> <li>✓ all relevant safety systems</li> <li>✓ mechanism for investigation of accidents/incidents/near-misses with Root Cause Analysis (RCA) and Corrective &amp; Preventive Actions (CAPA)</li> </ul> </li> </ul>			

	<ul style="list-style-type: none"> <li>✓ periodic mock drills involving employees and contract workers</li> <li>✓ re-training and re-deployment of work accident victims, if necessary, apart from compensation as per WCA</li> <li>✓ periodic safety audits (internal and/or external)</li> </ul>			
3.5	<ul style="list-style-type: none"> <li>▪ Periodic review of safety systems &amp; performance is conducted by the Senior Management</li> </ul>			

#### 4. MEASUREMENT OF TIMELY DELIVERY

##### Opportunities for Improvement

Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
4.1	<ul style="list-style-type: none"> <li>▪ Adherence to process delivery contracts is measured and monitored</li> </ul>			
4.2	<ul style="list-style-type: none"> <li>▪ Mechanism to periodically review the delivery performance by the Senior management, is in place</li> </ul>			

## 5. QUALITY MANAGEMENT

### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
5.1	<ul style="list-style-type: none"> <li>Quality Policy is in place</li> </ul>			
5.2	<ul style="list-style-type: none"> <li>Quality requirements for products and processes are established and monitored</li> </ul>			
5.3	<ul style="list-style-type: none"> <li>Training is imparted to all relevant people</li> </ul>			
5.4	<ul style="list-style-type: none"> <li>Periodic quality audits are in place</li> </ul>			
5.5	<ul style="list-style-type: none"> <li>Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place</li> </ul>			
5.6	<ul style="list-style-type: none"> <li>Mechanism of Review of Quality Management System by Senior management is in place</li> </ul>			

## 6. HUMAN RESOURCE MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
6.1	▪ HR Processes are defined			
6.2	▪ People development plans including induction training and employee engagement is in place for all employees			
6.3	▪ Detailed technical skill mapping in place extending to soft skills, environmental, safety and energy conservation areas backed with training for deploying people for different tasks			
6.4	▪ Review mechanism of people development plans/initiatives exists			



## 7. DAILY WORKS MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
7.1	<ul style="list-style-type: none"> <li>Process to set &amp; review targets for Quality, Cost &amp; Delivery (QCD) that are clearly linked with the long-term strategy, for all product lines, is established</li> </ul>			
7.2	<ul style="list-style-type: none"> <li>Daily targets on QCD are suitably displayed and all relevant employees are aware</li> </ul>			
7.3	<ul style="list-style-type: none"> <li>Status &amp; trends on QCD are displayed and shared electronically</li> </ul>			
7.4	<ul style="list-style-type: none"> <li>Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place</li> </ul>			
7.5	<ul style="list-style-type: none"> <li>Mechanism to review the effectiveness of Daily Works Management is in place</li> </ul>			

## 8. PLANNED MAINTENANCE & CALIBRATION

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
8.1	<ul style="list-style-type: none"> <li>Preventive Maintenance and calibration plan, as applicable, is in place for all machines/ equipment /devices</li> </ul>			
8.2	<ul style="list-style-type: none"> <li>Maintenance and calibration, as applicable are carried out periodically, as per the plan</li> </ul>			
8.3	<ul style="list-style-type: none"> <li>Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place</li> </ul>			
8.4	<ul style="list-style-type: none"> <li>Trends of Mean Time To Repair (MTTR) &amp; Mean Time Between Failure (MTBF) are reviewed</li> </ul>			

## 9. PROCESS CONTROL

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
9.1	▪ All processes are proactively planned considering the process control requirements based on product, process, customer, organizational & legal requirements			
9.2	▪ SOPs for control of all critical and non-critical processes are established			
9.3	▪ Monitoring of the critical processes is in place			
9.4	▪ Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place along with periodic review			

## 10. PRODUCT QUALITY & SAFETY (TESTING / CERTIFICATION)

### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
10.1	<ul style="list-style-type: none"> <li>All relevant product quality and safety requirements are identified</li> </ul>			
10.2	<ul style="list-style-type: none"> <li>The relevant product quality and safety requirements are fulfilled through requisite testing/certification, as applicable</li> </ul>			
10.3	<ul style="list-style-type: none"> <li>Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place</li> </ul>			
10.4	<ul style="list-style-type: none"> <li>Mechanism of review of product quality &amp; safety by Senior management is in place</li> </ul>			

## 11. MATERIAL MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
11.1	<ul style="list-style-type: none"> <li>Material management planning is based on the production requirement, nature of materials, storage conditions/requirements and to reduce environmental impact and addresses safety aspects</li> </ul>			
11.2	<ul style="list-style-type: none"> <li>Optimal inventory is maintained</li> </ul>			
11.3	<ul style="list-style-type: none"> <li>Inventory control mechanism is in place</li> </ul>			
11.3	<ul style="list-style-type: none"> <li>SOPs/processes are established for ensuring timely availability of materials and suitable handling &amp; management of the materials to reduce contamination, damages, losses, unintended hazards etc.</li> </ul>			
11.4	<ul style="list-style-type: none"> <li>Root Cause Analysis (RCA), Corrective and Preventive Action (CAPA) processes are in place</li> </ul>			
11.5	<ul style="list-style-type: none"> <li>Mechanism to periodically review the effectiveness of Material Management Systems is in place</li> </ul>			

## 12. ENERGY MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
12.1	▪ All energy sources are identified & targets are set for energy efficiency & conservation			
12.2	▪ Energy consumption is measured & recorded, timely corrective and preventive actions are taken when deviations are noted			
12.3	▪ Employees are trained in energy management			
12.4	▪ Periodic energy audits are in place			
12.5	▪ Root Cause Analysis (RCA) and Corrective and Preventive Action (CAPA) processes are in place			

## 13. ENVIRONMENT MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
13.1	<ul style="list-style-type: none"> <li>▪ Systems are in place to identify and manage:</li> <li>✓ the emissions, effluent discharges and waste management regulations/norms</li> <li>✓ plant, equipment and systems required to meet the discharge norms and waste management requirements</li> <li>✓ monitoring system for applicable parameters are in place to check compliance to norms</li> </ul>			
13.2	<ul style="list-style-type: none"> <li>▪ Periodic Environmental audits are conducted</li> </ul>			
13.3	<ul style="list-style-type: none"> <li>▪ Root Cause Analysis (RCA), Corrective and Preventive Actions (CAPA) processes are in place</li> </ul>			
13.4	<ul style="list-style-type: none"> <li>▪ People are trained on Environment Management Systems</li> </ul>			
13.5	<ul style="list-style-type: none"> <li>▪ Mechanism of periodic review for the effectiveness of Environment Management Systems by the Senior management is in place</li> </ul>			

## 14. MEASUREMENT & ANALYSIS

### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
14.1	<ul style="list-style-type: none"> <li>▪ Processes to establish targets, measure &amp; periodically review the following by the Senior management, are in place:                             <ul style="list-style-type: none"> <li>✓ Defects</li> <li>✓ Rework</li> <li>✓ Rejection</li> <li>✓ Cost of Poor Quality (COPQ)</li> <li>✓ Customer Satisfaction</li> </ul> </li> </ul>			
14.2	<ul style="list-style-type: none"> <li>▪ Root Cause Analysis (RCA), Corrective Action and Preventive Action (CAPA) processes are in place</li> </ul>			



## 15. SUPPLY CHAIN MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
15.1	▪ Formal processes are in place for selection, evaluation & development of the vendors/suppliers and other stakeholders involved in the supply chain			
15.2	▪ Energy, environment and natural resource management is propagated & emphasized across the supply chain			
15.3	▪ Mechanism to monitor and periodically review performance of the supply chain is in place for continual improvement			

## 16. RISK MANAGEMENT

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
16.1	▪ The organization has a comprehensive Risk Management Plan based on identification of all types of risks			
16.2	▪ Risk assessment & mitigation measures are in place for all the identified risks			
16.3	▪ Risk assessment plan & mitigation measures are reviewed periodically by the Senior management			

## 17. WASTE MANAGEMENT (MUDA, MURA, MURI)

### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
17.1	▪ Waste reduction plan to address Muda (7 wastes), Mura & Muri across the organisation is in place			
17.2	▪ Targets are established for the reduction of the identified wastes			
17.3	▪ Employees are trained on Muda, Muri & Mura			
17.4	▪ Mechanism of monitoring, measurement and periodic review to understand trends and ensure continual reduction in waste is in place			

## 18. TECHNOLOGY SELECTION & UPGRADATION

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
18.1	<ul style="list-style-type: none"><li>Technology selection &amp; upgradation is planned and reviewed proactively considering product, customer, market, regulatory &amp; environmental requirements</li></ul>			
18.2	<ul style="list-style-type: none"><li>Relevant advances like digitalization, sensors, IoT, smart machines etc. are considered while planning for selection of technology or upgradation</li></ul>			

## 19. NATURAL RESOURCE CONSERVATION

### Opportunities for Improvement

S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
19.1	<ul style="list-style-type: none"><li>System is in place for continuous review and management of natural resources including raw materials and processes to reduce/eliminate use of non-renewable resources and maximise use of renewable resources</li></ul>			
19.2	<ul style="list-style-type: none"><li>Targets are established for natural resource conservation</li></ul>			
19.3	<ul style="list-style-type: none"><li>Employees are trained on natural resource conservation</li></ul>			
19.4	<ul style="list-style-type: none"><li>Mechanism to periodically review the natural resource conservation targets and progress is in place</li></ul>			

## 20. MEASUREMENT & ANALYSIS

### Opportunities for Improvement

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S. No.	Requirement	Document/ Evidence Uploaded	Conformance (Yes/No)	Assessor Remark
20.1	<ul style="list-style-type: none"> <li>▪ Policy on Corporate Social Responsibility is in place</li> </ul>			
20.2	<ul style="list-style-type: none"> <li>▪ Corporate Social Responsibility Practices are clearly defined with action plans including but not limited to:                             <ul style="list-style-type: none"> <li>✓ Organisational Governance</li> <li>✓ Labour Practices</li> <li>✓ Environment</li> <li>✓ Fair Operating Practices</li> <li>✓ Community Involvement &amp; Development</li> </ul> </li> </ul>			
20.3	<ul style="list-style-type: none"> <li>▪ Mechanism to periodically review the Corporate Social Responsibility Practices by Senior Management is in place</li> </ul>			

**ASSESSMENT SUMMARY**