

# WASTE

Adds time and/or cost ...  
...but does not add value for the customer

| <b>T</b>   | <b>I</b>   | <b>M</b>  | <b>U</b>   | <b>W</b>   | <b>O</b>  | <b>O</b>  | <b>D</b>  |
|--|--|---|--|--|---|---|---|
| <b>TRANSPORTATION</b>  | <b>INFORMATION, INVENTORY</b>  | <b>MOTION</b>   | <b>UNDERUTILIZATION</b>  | <b>WAITING</b>   | <b>OVERPRODUCTION</b>   | <b>OVERPROCESSING</b>   | <b>DEFECTS</b>  |
| <p>Unnecessary movement of materials, files, and other items relating to the work</p> <ul style="list-style-type: none"><li>• Paperwork and hard-copy files going from one office to another</li><li>• Sending documents or other items to another city or region for processing</li></ul> | <p>“Work in process” beyond what is required to serve the customer</p> <ul style="list-style-type: none"><li>• Big piles of forms, booklets, and other printed items</li><li>• Rows of jam-packed file cabinets</li><li>• Long list of in-process requests</li><li>• Big backlog of inquiries</li><li>• Backup of emails from customers</li><li>• Long line of customers (on phone or in person)</li></ul> | <p>Unnecessary movement of people doing the work</p> <ul style="list-style-type: none"><li>• Moving from one area or office to another</li><li>• Cubicle to cubicle</li><li>• Going to the copier, scanner, fax</li><li>• Retrieving documents from multiple file boxes</li><li>• Excess keystrokes</li></ul> | <p>Instances in which available workplace resources are not fully leveraged to produce and deliver service</p> <ul style="list-style-type: none"><li>• Underutilized:<ul style="list-style-type: none"><li>• Staff skills</li><li>• Office space</li><li>• Technology</li><li>• Data</li><li>• Institutional knowledge</li></ul></li></ul> | <p>Delays between one process step ending and the next beginning</p> <ul style="list-style-type: none"><li>• Nonproductive time</li><li>• Waiting for:<ul style="list-style-type: none"><li>• Equipment</li><li>• Delivery</li><li>• Catchup</li><li>• Supplier</li><li>• Mail/shipper</li><li>• Voice approval</li><li>• Sign-off</li><li>• Needed info</li></ul></li></ul> | <p>Producing outputs beyond what is needed for immediate use</p> <ul style="list-style-type: none"><li>• Processing too many</li><li>• Processing in advance of requests</li><li>• Throwing away or shelving the extras</li><li>• Things getting outdated</li><li>• Attitude of “we have to be ready”</li></ul> | <p>Adding value to a service beyond what customers want or will pay for</p> <ul style="list-style-type: none"><li>• Double-checking, inspecting</li><li>• Bells and whistles</li><li>• Better than good enough</li><li>• Trying to “delight” the customer when “satisfying” is enough</li><li>• Reports that nobody reads</li></ul> | <p>Any aspect of the service that compromises quality in the eyes of the customer</p> <ul style="list-style-type: none"><li>• Processing errors</li><li>• Inaccuracies</li><li>• Incorrect forms, materials</li><li>• Missing information</li><li>• Broken links</li><li>• Difficult to read</li><li>• Forms, instructions difficult to understand</li><li>• Wasted materials</li></ul> |