

# PROCESS WASTE

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

<b>T</b> TRANSPORTATION	<b>I</b> INFORMATION, INVENTORY	<b>M</b> MOTION	<b>U</b> UNDERUTILIZATION	<b>W</b> WAITING	<b>O</b> OVERPRODUCTION	<b>O</b> OVERPROCESSING	<b>D</b> DEFECTS
<p><b>Unnecessary movement of materials, files, and other items relating to the work</b></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><b>“Work in process” beyond what is required to serve the customer</b></p> <ul style="list-style-type: none"> <li>• Piles of forms, booklets, 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><b>Unnecessary movement of people doing the work</b></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><b>Instances in which available workplace resources are not fully leveraged to produce and deliver service</b></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><b>Delays between one process step ending and the next beginning</b></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><b>Producing outputs beyond what is needed for immediate use</b></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• Things getting outdated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><b>Adding value to a service beyond what customers want or will pay for</b></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><b>Any aspect of the service that compromises quality in the eyes of the customer</b></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>

Tailored for service-oriented workplaces, including professional service firms, public-sector agencies, and educational institutions