**Waste Identification Worksheet**

**DOWNTIME**

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| **Waste Category** | **Description of Waste/ Opportunities** | **Countermeasures to Reduce/ Eliminate Waste** |
| **Defects** (efforts caused by rework, scrap, and incorrect information) | * Incorrect documentation. * Missed deadlines. | * Analyze the process and uncover the root cause of defects. * Mistake-proof the process. |
| **Overproduction** (production that is more than needed or before it is needed) | * Extra copies of reports. * "Reply All" on emails. | * Understand the true demand. * Adapt the process to demand at all points. |
| **Waiting** (wasted time waiting for the next step in a process) | * Waiting for approval. * Ineffective meetings. | * Map and analyze the process. * Measure time spent on each step and waiting. * Redesign the process to reduce/eliminate waiting. |
| **Non-Utilized Talent** (underutilizing people’s talents, skills and knowledge) | * Insufficient training. * Highly skilled employees doing unskilled tasks. | * Assess performance gaps. * Offer adequate opportunities for training. * Involve employees in process improvement. |
| **Transport** (unnecessary movements of products and materials) | * Multiple reviews. * Sending and resending of emails. * Multiple hand-offs between functions. | * Map and analyze the process with an eye on identifying and removing electronic waste and minimizing hand-offs. |
| **Inventory** (excess products and materials not being processed) | * Stocking supplies. * Information piling up for data entry. * Keeping data longer than necessary. | * Streamline the process to avoid information pile ups. * Assess demand and plan supplies accordingly. * Review requirements for data storage and adjust process as necessary. |
| **Motion** (unnecessary movements by people (e.g. walking)) | * Searching for files. * Walking/reaching to get materials. | * Map and analyze the process. * Look for opportunities to streamline and eliminate unnecessary steps. * Optimize the workspace to minimize unnecessary motion. |
| **Extra Processing** (more work or higher quality than is required by the customer) | * Extra formatting and extra fields in a report. * Unnecessary signatures on a document. | * Collect voice of the customer data to understand the value and purpose of work. * Eliminate what is not needed. |