**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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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| **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.
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