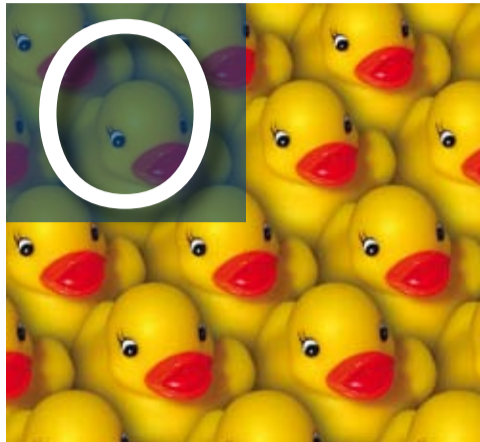


9 Wastes

Overproduction

PRODUCING MORE, SOONER OR FASTER THAN THE NEXT JOB REQUIRES

- Building more than the customer wants?
- Where is the additional parts/paperwork stored?
- How much did this cost?



People Movement

- How much excess movement do you do each day?
- What else could you have done with the time?
- How widely spaced are your work centres?

Material transport

- How many times are materials handled?
- Multiple sign offs?
- Are your schedules based on full loads and efficient routing?



Rework and Defects

- Scrap
- Yield
- Wastage
- Invoice errors, order errors
- How much does a correction cost?

Inventory

STOCK AND WORK-IN-PROGRESS

- How much does this cost?
- Why does it happen?
- How much space is taken up by stock?



Inappropriate Processing

PROCEDURES AND PAPERWORK

- (Anything fiddley) Could things be done more simply?
- Do you re-enter data?
- Is paperwork fit for purpose?
- Producing a few extra?

Talent

- Have you realised the full potential of your workforce?
- What extra skills do people have?
- How could these be used?
- What will be the benefit?



Delays and Waiting

WAITING FOR:

- Paperwork
- Instruction
- Supervision
- Products
- Suppliers
- Customers

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Energy

- Do you switch off lights, printers and machines when not in use?
- Is the roof insulated and the sky lights clear?
- Are minor repairs made immediately?