

2018 BRINGING ADMINISTRATORS TOGETHER CONFERENCE

Take a walk and lose the waste.

April 5, 2018, 10:15 am – 11:15 am

**UIC** UNIVERSITY OF ILLINOIS  
AT CHICAGO

**UIC**

Lincoln Hall

707 South Morgan Street

**Conference Sponsors:** The Office of the Chancellor, Budget & Financial Administration / Human Resources, the Office of the Provost and Vice Chancellor for Academic Affairs, the Office of the Vice Chancellor for Research, and the Office of Business and Financial Services

# Workshop Presenters

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BPI Shared Services

University of Illinois System/Office of the CIO

# Please ...

- Turn off cell phones.
- Avoid side conversations.
- Ask questions at any time.
- Sign the attendance roster.
- Complete the evaluation at the end of the workshop.

# Workshop Objectives

- Learn how to identify waste in a process
- Understand value in a process
- Learn about the types of waste
- Group activity

# Take a walk and lose the waste

How to identify process waste.

# What is Waste?

Waste is...

Any activity which absorbs resources

(Time, people, equipment, space, steps, etc.)  
but creates no value.

# What is Value?

Value is...

- Defined by the ultimate customer
- Expressed in terms of a specific product (good or service)

# Identify Waste



## Value Added Activity = VA

- Customer is willing to pay for it
- It is done right the first time
- Physically changes or alters the product or service



# Identify Waste



## **Business Value Added Activity = BVA**

- Allows the Value Added Activity to be done better
- Mandatory from a regulatory standpoint; required by law

## **Non-Value Added Activity = NVA**

- Waste

# WASTE

## WORMPIIT:

- Waiting
- Overproduction
- Rework
- Motion
- Over-processing
- Intellect
- Inventory
- Transport



# Waiting

- Periods of inactivity.
- Examples:
  - Waiting on approvals for purchase orders.
  - Waiting for meetings to discuss an issue.



# Overproduction

- **Production ahead of demand.**
- **Duplication of effort.**
- **Examples:**
  - Providing more data than requested.
  - Extra features added to software.
  - Multiple project teams attempting to resolve same issue.
  - Producing unnecessary work or deliverables



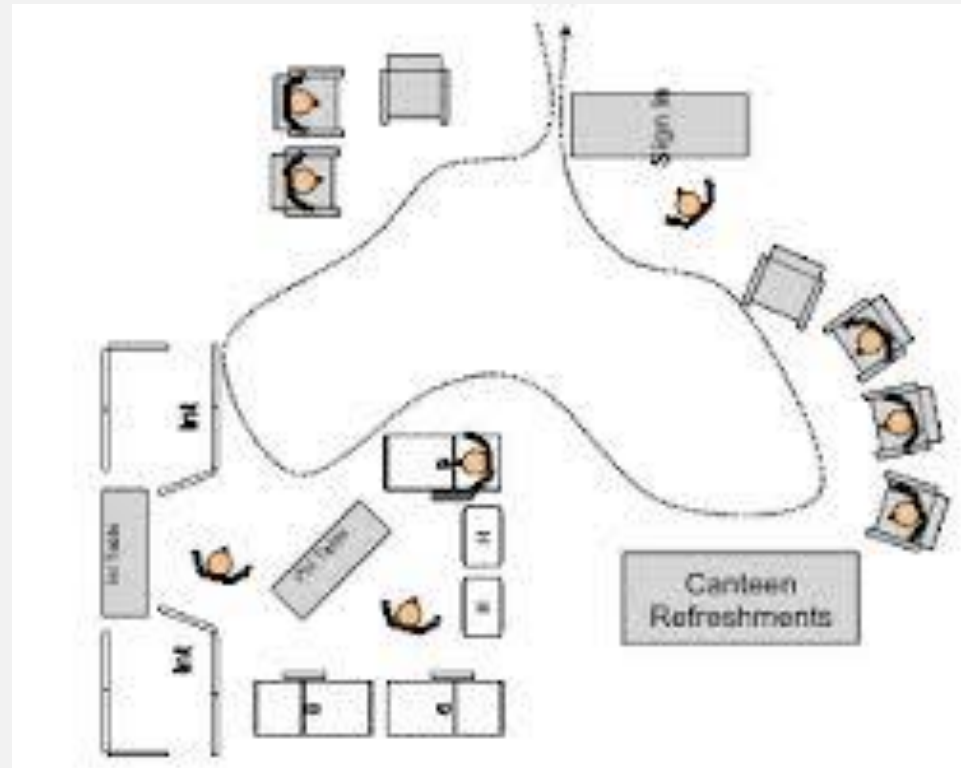
# Rework

- Defects
- Revise, adjust, change product or service due to defects.
- Examples:
  - Data and/or code defects.
  - Incorrect routing of service desk tickets.
  - Incorrect, insufficient, or conflicting information,
  - Misnamed files
  - Lost information



# Motion

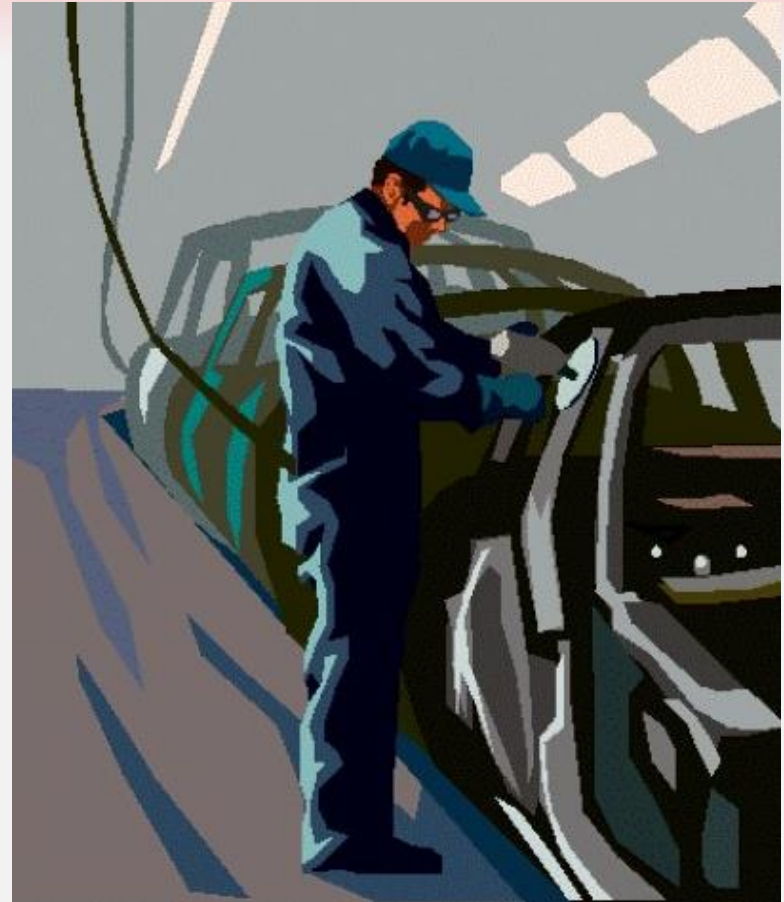
- **Movement of People**
- **Extra steps by people to perform work without adding any additional value.**
- **Examples:**
  - Looking for files, emails, documents





# Processing

- **Over-Processing**
- **Extra effort that adds no additional value.**
- **Examples:**
  - Submitting multiple orders for the same product.
  - Revisiting decisions



# Inventory

- **More materials, information, or products on hand than the customer needs now.**
- **Work not yet deployed.**
- **Examples:**
  - Excess supplies in store room.
  - Non-deployed software patches.
  - To-do lists





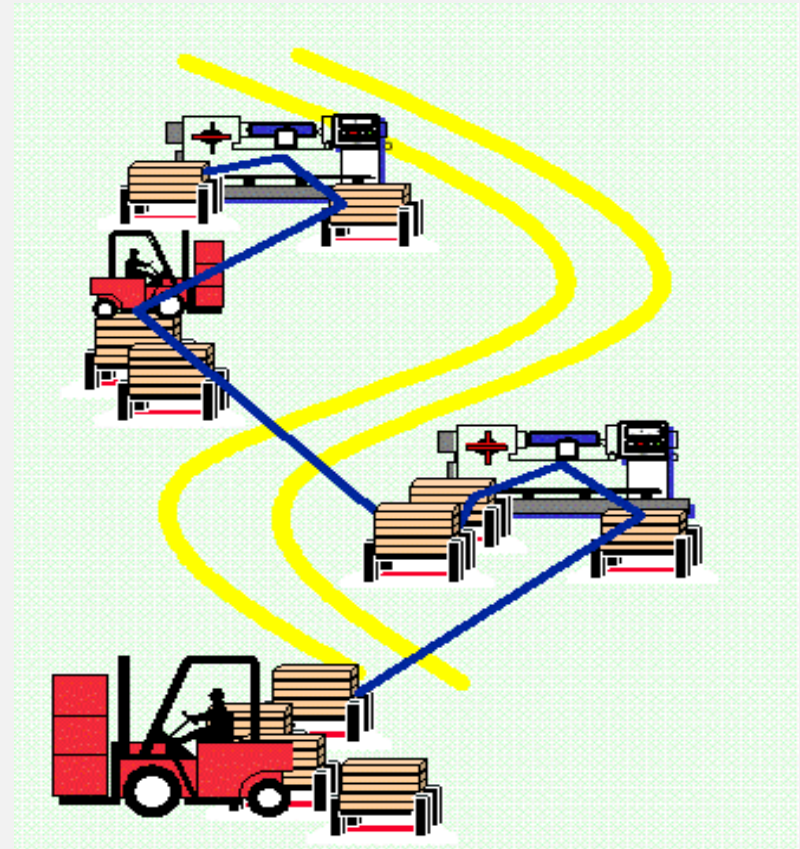
# Intellect

- **Talent**
- **Act of not using resources to their maximum potential.**
- **Unused skills**
- **Examples:**
  - Skilled analysts doing routine paperwork.
  - Developers gathering business requirements.

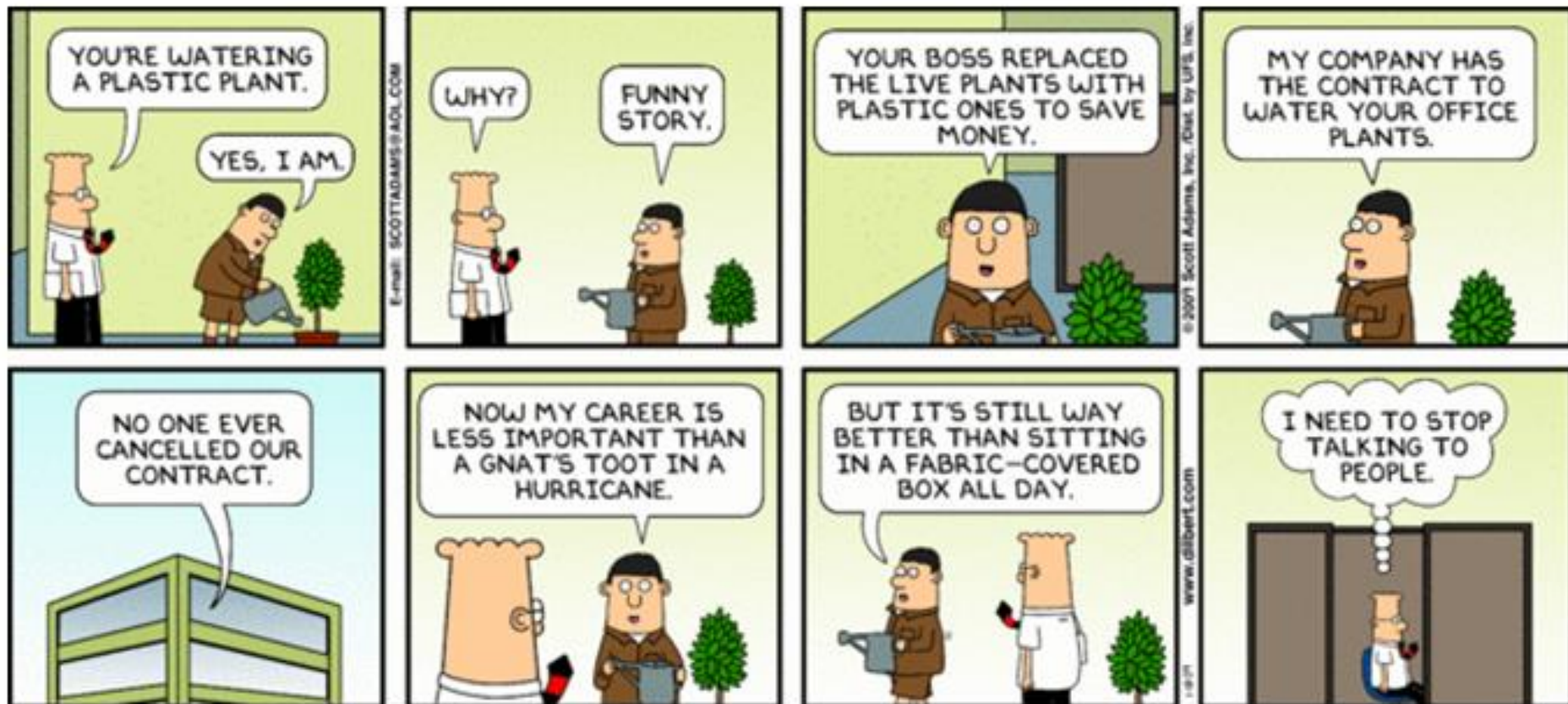


# Transportation

- **Movement of materials, information, etc.**
- **Examples:**
  - Poor layout, large distance between operations
  - Handoffs where work is transferred from person to person



# Waste in the Office



# Lean Simulation

Introduction to the Paper Boat  
Company...



# Gemba

## “The Real Place”

- Where the work happens
- Where the value for the customer is created

### **When going to the ‘Gemba’**

- Spontaneous visits to the site of the process, will enable your team to see first hand the problems
- There shouldn't be a warning to the visit
- Must not be judgmental when visiting the Gemba



# Lean Tools & Concepts: Waste Walk

- **Definition:** when a team walks the work area and looks for wastes in a structured way.
- Identifies wastes by the different types.
- Often uses a waste checklist.
- A waste walk can help you to identify a solution...
- ***But remember, waste is a symptom, not a cause.***

# Lean Tools & Concepts: Waste Walk Checklist

Waste	What do you see?	How to improve?
Waiting		
Overproduction		
Rework		
Motion		
Processing		
Inventory		
Intellect		
Transportation		

## Lean Simulation

Improve the Paper Boat Building Company by utilizing lean tools





# Workshop Summary

- **Waste vs Value Lean Thinking**
  - Work (Time) = VA + BVA + NVA
  - **Maximize** the Value Added Activities
  - **Minimize** the Business Value Added Activities
  - **Eliminate** the Non-Value Added Activities
- **Forms of Waste**
  - Waiting
  - Overproduction
  - Rework
  - Motion
  - Processing
  - Inventory
  - Intellect
  - Transportation
- **How to conduct a waste walk**



# Questions / Concerns?

# BPI Shared Services

Business Process Improvement (BPI) Shared  
Services

University of Illinois System, Office of the CIO

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