

Waste walk user guide

Management: Time to get lean

With Neil Fedden – www.fedden-usp.co.uk



Waste walk sheets are a way of displaying information and data collected from a Process Map. This allows a concise display of data to provide a permanent record and allow easier analysis so process improvements can be identified and prioritised.

Team-based instructions

Step number	Description of major step	Key points	Illustration
1	Take the descriptions from each Post-it note and record in the 'Waste walk/ Activity' column on the Waste walk spreadsheet (You can download this from the TIAH website).	Keep the descriptions as concise as possible.	
2	Depending on the colour of the Post-it note, record in the next column whether the activity is Value Aid (VA) or Non-Value Aid (NVA). e.g. Yellow = NVA. Red = VA.	Sometimes there's lots of discussion around what is VA or NVA. If in doubt, put it as NVA so you think of how to improve it.	
3	Copy from the Post-it note the time taken for each step and distance travelled and place that data in the 'Step Time' and 'Distance' columns respectively.	As you are populating the Waste walk spreadsheet, review the distances and times. Collect more data if needed and start to identify the largest NVA.	

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4	For each of the process steps estimate the frequency that step takes place and record in the 'No. of times done per day' column.	You can change the time period to customise it to your particular process, e.g. weekly, monthly, etc.	<table border="1"> <thead> <tr> <th colspan="10">Waste walk/Activity</th> </tr> <tr> <th>Process Step</th> <th>Area/Process: Garden centre/Cappuccino</th> <th>VA or NVA</th> <th>Step Time</th> <th>No. of times done per day</th> <th>Cumulative Time</th> <th>Distance</th> <th>Pareto Ranking</th> <th>Pareto Individual</th> <th></th> </tr> <tr> <td colspan="10">Carried out by: Team A</td> </tr> <tr> <td colspan="10">Date: 29/11/2023</td> </tr> <tr> <th></th> <th></th> <th></th> <th>secs</th> <th></th> <th>secs</th> <th>mtrs</th> <th></th> <th></th> <th>%</th> </tr> </thead> <tbody> <tr><td>1</td><td>Customer queing time</td><td>NVA</td><td>113</td><td>1500</td><td>169500</td><td>4</td><td>1</td><td>55.12%</td><td></td></tr> <tr><td>2</td><td>Greet customer & take the order</td><td>VA</td><td>5</td><td>2000</td><td>10000</td><td>0</td><td>6</td><td>3.25%</td><td></td></tr> <tr><td>3</td><td>Heat/cup glass</td><td>NVA</td><td>13</td><td>500</td><td>6500</td><td>2</td><td>9</td><td>2.11%</td><td></td></tr> <tr><td>4</td><td>Prepare milk</td><td>NVA</td><td>25</td><td>500</td><td>12500</td><td>1</td><td>5</td><td>4.07%</td><td></td></tr> <tr><td>5</td><td>Prepare coffee shots</td><td>NVA</td><td>12</td><td>500</td><td>6000</td><td>3</td><td>10</td><td>1.95%</td><td></td></tr> <tr><td>6</td><td>Heat milk</td><td>NVA</td><td>41</td><td>500</td><td>20500</td><td>2</td><td>3</td><td>6.67%</td><td></td></tr> <tr><td>7</td><td>Build drink</td><td>NVA</td><td>17</td><td>500</td><td>8500</td><td>3</td><td>7</td><td>2.76%</td><td></td></tr> <tr><td>8</td><td>Take drink to coffee pick-up point</td><td>NVA</td><td>4</td><td>2000</td><td>8000</td><td>5</td><td>8</td><td>2.60%</td><td></td></tr> <tr><td>9</td><td>Serve drink to the customer</td><td>VA</td><td>7</td><td>2000</td><td>14000</td><td>4</td><td>4</td><td>4.55%</td><td></td></tr> <tr><td>10</td><td>Take payment</td><td>VA</td><td>26</td><td>2000</td><td>52000</td><td>1</td><td>2</td><td>16.91%</td><td></td></tr> </tbody> </table>	Waste walk/Activity										Process Step	Area/Process: Garden centre/Cappuccino	VA or NVA	Step Time	No. of times done per day	Cumulative Time	Distance	Pareto Ranking	Pareto Individual		Carried out by: Team A										Date: 29/11/2023													secs		secs	mtrs			%	1	Customer queing time	NVA	113	1500	169500	4	1	55.12%		2	Greet customer & take the order	VA	5	2000	10000	0	6	3.25%		3	Heat/cup glass	NVA	13	500	6500	2	9	2.11%		4	Prepare milk	NVA	25	500	12500	1	5	4.07%		5	Prepare coffee shots	NVA	12	500	6000	3	10	1.95%		6	Heat milk	NVA	41	500	20500	2	3	6.67%		7	Build drink	NVA	17	500	8500	3	7	2.76%		8	Take drink to coffee pick-up point	NVA	4	2000	8000	5	8	2.60%		9	Serve drink to the customer	VA	7	2000	14000	4	4	4.55%		10	Take payment	VA	26	2000	52000	1	2	16.91%																																																																																																																																																																																																																
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7	On the right-hand side of the Waste walk spreadsheet you will see columns that relate to each of the 'Seven wastes plus one'.	Put 'x' to indicate what type of waste is associated to that particular process step. It's possible that one process step has multiple wastes associated with it. This again can start to give some clues as what the problem is in the process e.g. lots of transport indicates a layout problem.	<table border="1"> <thead> <tr> <th colspan="10">Waste walk/Activity</th> <th colspan="7"></th> </tr> <tr> <th>Process Step</th> <th>Area/Process: Garden centre/Cappuccino</th> <th>VA or NVA</th> <th>Step Time</th> <th>No. of times done per day</th> <th>Cumulative Time</th> <th>Distance</th> <th>Pareto Ranking</th> <th>Pareto Individual</th> <th>Pareto Cumulative</th> <th>Transportation</th> <th>Inventory</th> <th>Movement</th> <th>Waiting & Delay</th> <th>Overproduction</th> <th>Overprocessing</th> <th>Defects & Rework</th> <th>Stops & Start</th> </tr> <tr> <td colspan="10">Carried out by: Team A</td> <td colspan="7"></td> </tr> <tr> <td colspan="10">Date: 29/11/2023</td> <td colspan="7"></td> </tr> <tr> <th></th> <th></th> <th></th> <th>secs</th> <th></th> <th>secs</th> <th>mtrs</th> <th></th> <th></th> <th>%</th> <th></th> <th></th> <th></th> <th></th> 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shots</td><td>NVA</td><td>12</td><td>500</td><td>6000</td><td>3</td><td>10</td><td>1.95%</td><td>66.50%</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>6</td><td>Heat milk</td><td>NVA</td><td>41</td><td>500</td><td>20500</td><td>2</td><td>3</td><td>6.67%</td><td>73.17%</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>7</td><td>Build drink</td><td>NVA</td><td>17</td><td>500</td><td>8500</td><td>3</td><td>7</td><td>2.76%</td><td>75.93%</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>8</td><td>Take drink to coffee pick-up point</td><td>NVA</td><td>4</td><td>2000</td><td>8000</td><td>5</td><td>8</td><td>2.60%</td><td>78.54%</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>9</td><td>Serve drink to the 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glass	NVA	13	500	6500	2	9	2.11%	60.48%									4	Prepare milk	NVA	25	500	12500	1	5	4.07%	64.55%									5	Prepare coffee shots	NVA	12	500	6000	3	10	1.95%	66.50%									6	Heat milk	NVA	41	500	20500	2	3	6.67%	73.17%									7	Build drink	NVA	17	500	8500	3	7	2.76%	75.93%									8	Take drink to coffee pick-up point	NVA	4	2000	8000	5	8	2.60%	78.54%									9	Serve drink to the customer	VA	7	2000	14000	4	4	4.55%	83.09%									10	Take payment	VA	26	2000	52000	1	2	16.91%	100.00%									11			0		0			0.00%	100.00%									12			0		0			0.00%	100.00%									13			0		0			0.00%	100.00%									14			0		0			0.00%	100.00%									15			0		0			0.00%	100.00%								
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