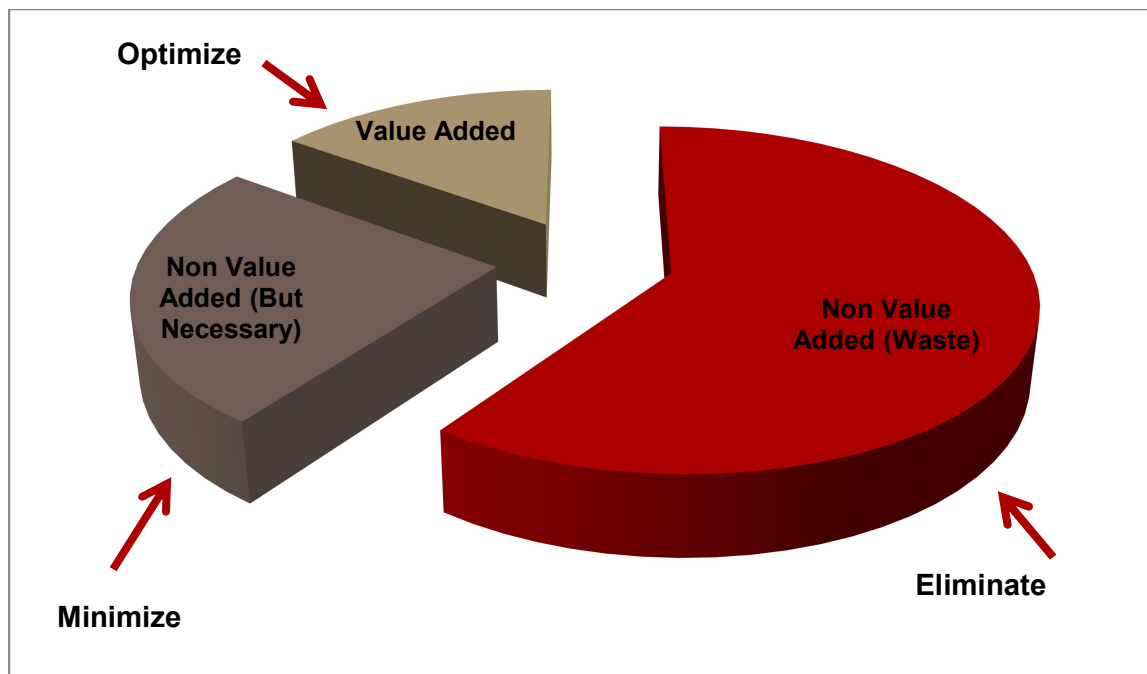


USING LEAN AND CONTINUOUS IMPROVEMENT

VALUE ADDED

As we analyze our processes and “learn to see” our work in new ways, it is helpful to consider what steps of our processes may be value added, non-value added, or non-value added (but necessary).



Value Added:

A process step that transforms the product or service in a way that the client values (e.g., providing a client information on service options).

Non-Value Added (Waste):

Process steps that take time, resources, or money but do not add value to the final product or service (e.g., waiting, moving the product between locations, staff searching for information, etc.)

Non-Value Added (but necessary):

Legislative or regulatory requirements that may not be viewed by the client as value-added but are nonetheless necessary. While many organizations do not have control to change these processes, in a government context, we may have control to change some legislative or regulatory requirements.

Also refer to *Types of Waste Handout*.