

To continually examine our processes to provide greater value to our customers without waste.

The Lean Line

WOW



Focusing on the Waste:
“Under-Utilized Human Resources”

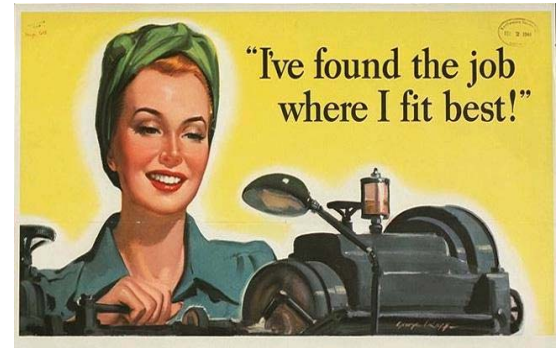
The last of the 8 common wastes that we are challenging this year in our War on Waste (WOW) is titled **“Under-Utilized Human Resources”**. As you’ll recall, “waste” is defined as anything other than the MINIMUM amount of time, equipment, tools, material, parts, people, and space required to ADD VALUE to the product/service/information-data.

Examples of **Under-Utilized Human Resources** waste include:

- Not learning from each other; not sharing best practices
- Not asking for ideas (too much or too little in different areas)
- Not enough cross-training (i.e. office & field); compartmentalized
- Not delegating enough
- Not teaching from experience
- Lack of involvement/participation by team members
- Not enough or inconsistent in commendation
- Not knowing skills others have, so not using

Below are some specific areas at Grunau where **Under-Utilized Human Resources** waste can occur:

- Some Estimating personnel and Project Managers are compartmentalized by trade
- Some of our foremen may not listen to some of their crew members who may have very good ideas
- A person from one trade may be afraid to point out areas that need addressing to someone from a different trade
- People who have worked for Grunau a long time may be reluctant to share their learned experience to newer personnel
- Newer employees may be reluctant to ask “older” employees to share their knowledge
- A really good process that is practiced by only one person may not be shared with others so not everyone can benefit
- Some people are closed-minded to new ideas or opinions; they may be afraid of change
- Supervisors may not be aware of their employees’ abilities and so they don’t challenge them in their daily work
- Team members may miss meetings or don’t participate when they can
- Employees should be given the chance to prove their capabilities & be recognized for their achievements



Some of you may have dealt with situations like these and you can help yourself or others to rethink the way we do business so we can eliminate the waste of **Under-Utilized Human Resources**. Don’t be afraid to ask or to share – we’re all in this together!

Let one of the Lean Team members know how **you** have helped us win this **War on Waste**.

