Lab - A Business Problem
Employees are paid biweekly at a large company. The calendar year is coming to an end and an employee wants to increase his voluntary contribution to the company retirement plan to reduce his annual tax liability. Electronic timesheets are due on Saturday, so the employee begins the process of submitting the change form well in advance of the presumed deadline. He completes the form and hand delivers it to the local payroll office on Friday morning. On Tuesday the employee checks his paystub and discovers that his retirement contribution was not changed. Now he has to submit another change form to make up in subsequent paychecks for the missed retirement contribution.

A Business Analyst conducted additional research into the problem and discovered:
- 40% of employees made retirement contributions through the company’s plan last year.
- Of the 8,000 employees (40% of 20,000), less than 7 percent (only 520) made any adjustments to their retirement contribution last year.
- Nearly all 520 employees made only one adjustment last year.
Employee Requests Change to Retirement Contribution

1. Search for Correct Form
2. Complete Form
3. Print Completed Form
4. Meet with Payroll Clerk
   - Employee communicates intent to get change implemented by next paycheck
   - Check that all required fields are filled-out
5. Review Form
   - Yes
     - Form Complete?
     - No
6. Send Form
   - FAX
   - Clerk must have time to enter forms
   - “In Basket” - Change Forms
7. Review Form
   - Incomplete Data?
   - Yes
8. Enter Data
   - Incorrect Data?
   - No
9. Validate Data
   - Form is OK
10. Reject Form
   - Another Form to Enter?
   - Yes
   - Form is OK
   - No

Need to Process Payroll

A. Enter Critical Additions / Changes (Fri)
B. Set Up Payroll to Run (Sat)
C. Run Payroll (Sun)
D. Generate Paychecks (Mon)
Payroll Complete

Lean Waste: Defects

Faxed Form

Clerk must have time to enter forms

Faxed Form

“In Basket” - Change Forms

Payroll System

Rejected Form(s)