



TIMWOOD Checklist

Use this checklist to help diagnose inefficient practices in your organization and consider possible avenues for improvement. Just answer “yes” or “no” to the following questions:

- Does your security process require you to physically transport anything from place to place?**
This can be almost anything—forms, people, or physical objects.
 - If “Yes”, how long does the transportation take?
 - *Physically transporting objects from place to place takes time and resources and should be minimized/avoided to the extent possible*

- Does your security process require you to store information or physical objects?**
 - If “Yes”, how much does this storage requirement drive your resourcing requirements?
 - *Requirements to store large inventories of objects or data can eat up resources.*

- Do your organization’s workers or products/services have to physically move around the office?** For example, do your workers routinely have to walk across the office to ask their colleagues questions or give them information?
 - *While not a typical complaint in the security realm, the need to physically move around an office, building or campus can prove to be a performance bottleneck.*

- Does your organization have a backlog of requests for service?**
 - If “Yes”, how many requests are current backlogged?
 - If “Yes”, what is the usual wait time?
 - *A backlog is an indication that the throughput of a process is not sufficient. Backlogs tend to cause lead times to spiral out of control, and are one of the most important symptoms of an inefficient process.*

- Does your organization ever produce too many of your signature product or service, or produce them in cases where they are not strictly necessary?**
 - *Producing too many of a product prevents needed resources from being applied to other requirements. If a product or service is not needed, producing it is waste.*

- Does your organization require multiple levels of approval for each output?**
 - *Requiring multiple levels of approval is a form of over-processing and can also indicate that defects exist in the process. If a product or service does not contain errors, multiple approvals are redundant and wasteful. If it does contain errors, fixing the source of the errors is a better solution than requiring multiple approvals.*



- ❑ **Does your organization ever give its customers more elaborate products than they ask for?**
 - *Producing a “better” product than the customer requires is a form of waste, because it involves using more resources than needed to meet a given standard. Producing better-than-needed products therefore short-changes other requirements.*

- ❑ **Do customer requirements or regulations lay out the minimum and maximum standards for your products’ content?**
 - *Related to the question above, often organizations over-process their signature product/service because there is no set standard.*

- ❑ **Do requests for your organization’s signature product or service ever require correction or clarification before they can be fulfilled?**
 - *If “Yes”, how long does it take to resolve the issue?*
 - *If customers submit defect-filled requests, your organization must expend time and resources fixing the request before it can be fulfilled. A typical way to fix this program is to implement a web form or other error-proofing measure to prevent flawed requests from being submitted in the first place.*

- ❑ **Do customers ever complain that your products contain errors?**
 - *If “No”, does your organization perform error checks to prevent errors?*
 - *If “Yes”, what proportion of products or services are approved without need for modification or editing?*
 - *Every organization should strive to minimize defects, but error-checking measures can ruin process inefficiency if implemented poorly. Whenever possible, your organization should focus on preventing mistakes rather than fixing them after they occur.*

Interested in learning more about solving complex security problems with process improvement? Contact us with questions, or to schedule a free whiteboarding session:

info@bigskyassociates.com

202-903-0790