***Defects***

1. ***“we keep refunding the PIs for husbandry mistakes …this is really ticking me off”***
2. ***“we didn’t get the right information; so we euthanized; garbage in; garbage out”***

***Overproduction***

1. ***“my best Ops girl was injured today as a stockpile of cages fell on her in clean side.***
2. ***“the leftover medicated NHP treats we made last week spoiled and we threw them away.”***

***Waiting***

1. ***“staff are playing on their Iphones because they don’t have supplies to start the day.”***
2. ***“staff are waiting to begin husbandry due to use of shared Biosafety Cabinets or Animal Changing Stations”***

***Non-utilized Employee creativity***

1. ***“For cripes sake, if the SOP is wrong, why do they keep doing it that way?”***
2. ***“AlI I do is listen to staff complaints and put out brushfires; can’t they think for themselves?”.***

***transportation***

1. ***“we keep replacing worn-out wheels on carts; it’s killing our husbandry budget”.***
2. ***“our staff now tracks their Fitbit miles as they find they are spending 50% of their work time walking in the corridors”***

***Inventory***

1. ***“we have so many boxes of supplies I have no idea if we have it in-stock”***
2. ***“Im always finding expired stuff in the storeroom; how did this 55-gallon barrel expire?”***

***Motion***

1. ***“we had another shoulder injury today; she will be out for 3 weeks.”***
2. ***“why does Ingmar’s method take 1 hour and Ozvaldo’s method takes 2.5 hours to complete the same room?”***

***Excess Processing***

1. ***“I’m sick of disassembling assembled cages in cagewash dirty-side (facepalm)”***
2. ***“We just changed the cage 4 days ago and the PI expects a full rack change today; the cage isn’t even close to dirty”***