

Printing Issues with New \$100 Bill 2010

Step 1. Outline

What	Problem(s)	Blank spots on \$100 bills	
	Date	October 1, 2010	
When	Different, unusual, unique	New security features	
	State, city	Washington, D.C. and Forth Worth, Texas	
Where	Facility, site	Bureau of Engraving and Printing	
	Task being performed	Printing redesigned \$100 bills	
Impact to the Goals			
	Safety	None	
	Cust. Service	Postponed introduction of new bill	
	Production-Schedule		
	Property, Equip, Mtls	Loss of hundreds of millions of \$100 bills	Millions
	Environmental	@\$.12 each	
	Labor, Time	Printing of new bills	
		This incident	Millions
	Frequency	Last significant introduction delay in 1987	
		Annualized Cost	?

In October, the U.S. government discovered that some of the newly redesigned \$100 bills were coming off the printing press with blank spots caused by creases in the paper at both sites of the Bureau of Engraving and Printing, Washington, D.C. and Fort Worth, Texas. The government has recently announced that this will cause a delay in the introduction of these bills, planned for the spring of 2011.

Additionally, the bills that have blank spots will have to be shredded and reprinted. Because of complex new security features aimed at deterring counterfeiters (such as a 3-D security strip woven into the paper), the bills cost \$0.12 to print. Hundreds of millions of bills have been printed, with a possible cost of this issue into the millions of dollars.

Although issues with currency are expensive, they're also rare. The last time that a printing issue caused a delay in the introduction of a new bill was 1987. It's unclear at this point when the bills will finally be released.

It's also unclear what happened to cause the paper to crease, creating blank spots from printing. The additional complexity of this bill with the additional security features is being looked at, as are issues with the paper and the printing machines. However, because similar errors occurred at both printing sites, it's unlikely that there is a specific issue with just one site's machines. Although the investigation into what caused the blank spots is ongoing, we can begin a root cause analysis with what is currently known. Once more information is discovered, the Cause Map can be updated.

Because of the high potential financial losses from this issue, the eventual investigation will likely go into great detail and to determine fully what happened will take some time. The Cause Map and outline for the information known now can be viewed by clicking "Download PDF" above.

Step 2. Cause Map Detail Level

