

Doing More with Less

Creating the capacity
for innovation and growth

LEAN OFFICE
INNOVATION
From Straus Forest LLC

LEAN OFFICE INNOVATION

From Straus Forest LLC

in association with



| Profit. People. Planet.



Impact Washington Mission

Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.

In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.



U.S. DEPARTMENT OF COMMERCE



NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY
MEP MANUFACTURING EXTENSION PARTNERSHIP

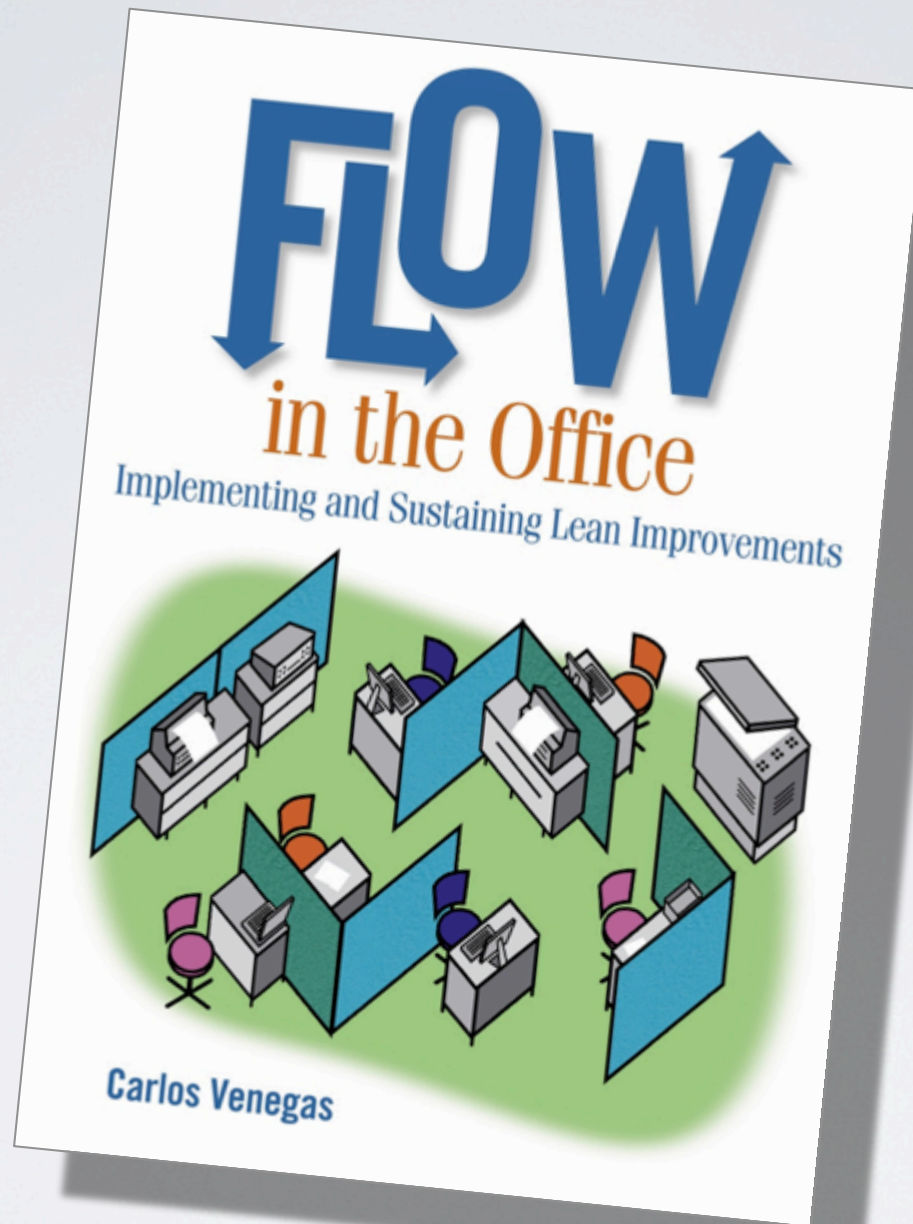


LEAN OFFICE INNOVATION

From Straus Forest LLC



LEAN Office
Service
Innovation



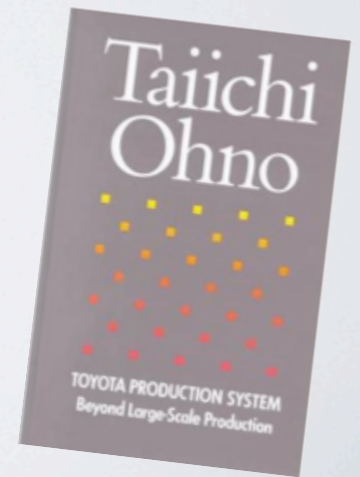
What is Lean?

1. The absolute elimination of waste

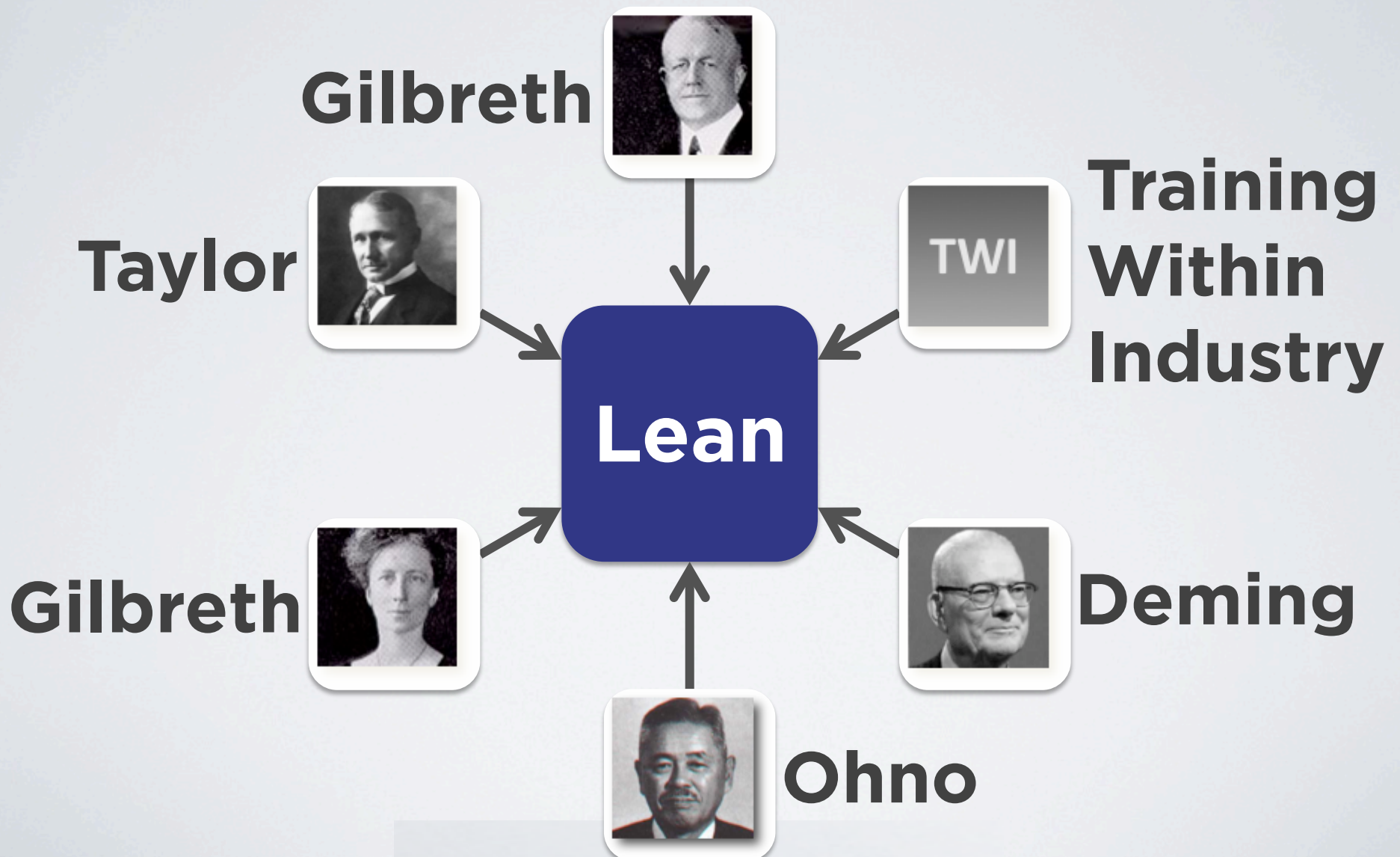
2. Based on two pillars:

a. Automation

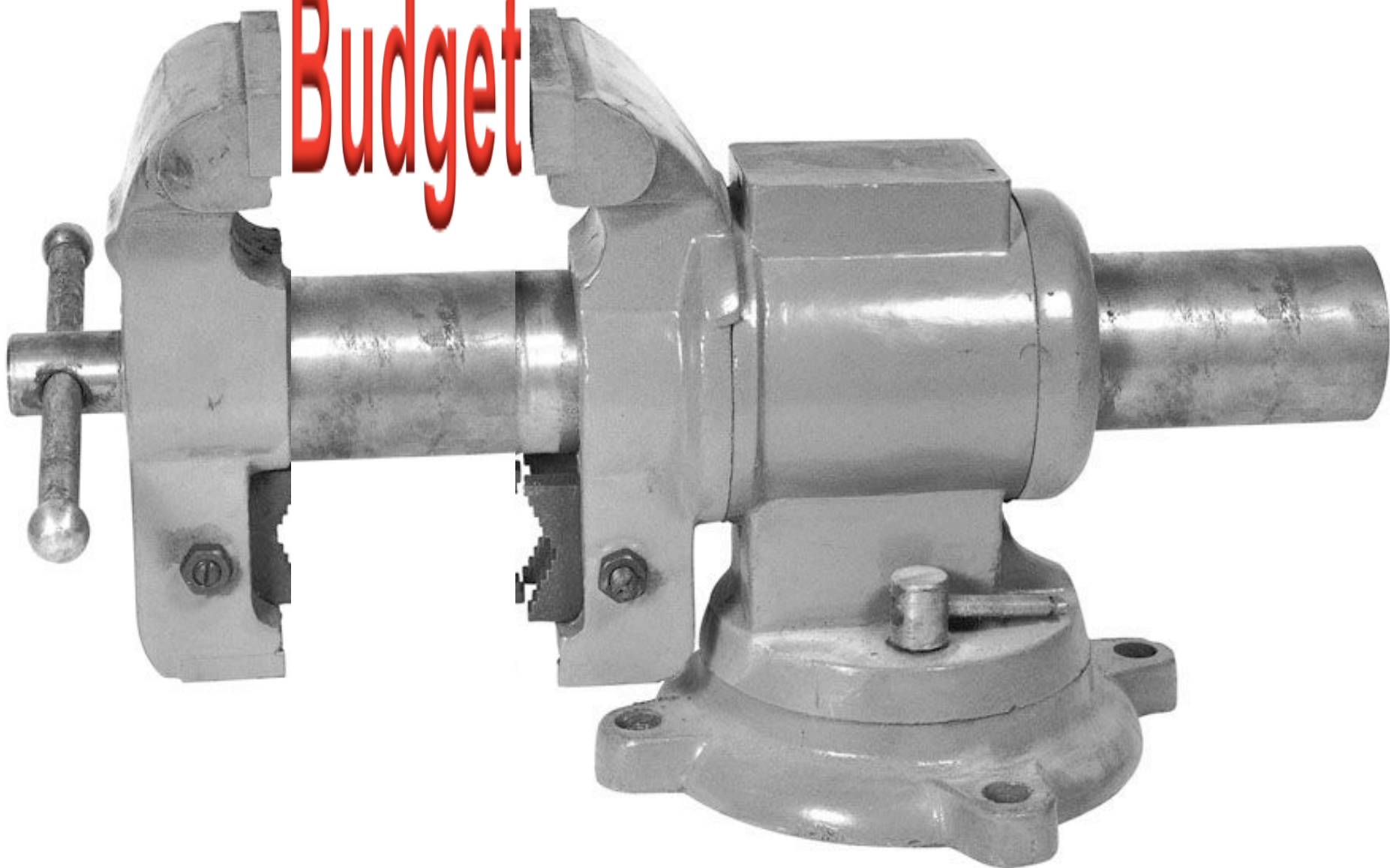
b. Just-in-time



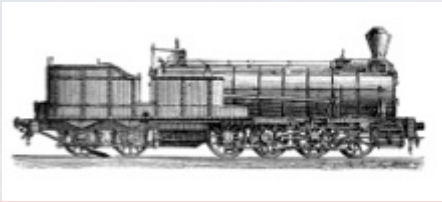
Origins of Lean



Budget



Paradigms of Government



Time

**19th
Century**

**20th
Century**

**21st
Century**

Paradigm

Spoils

Bureaucracy

Reinvention

**Primary
account-
bility**

Loyalty

Rules

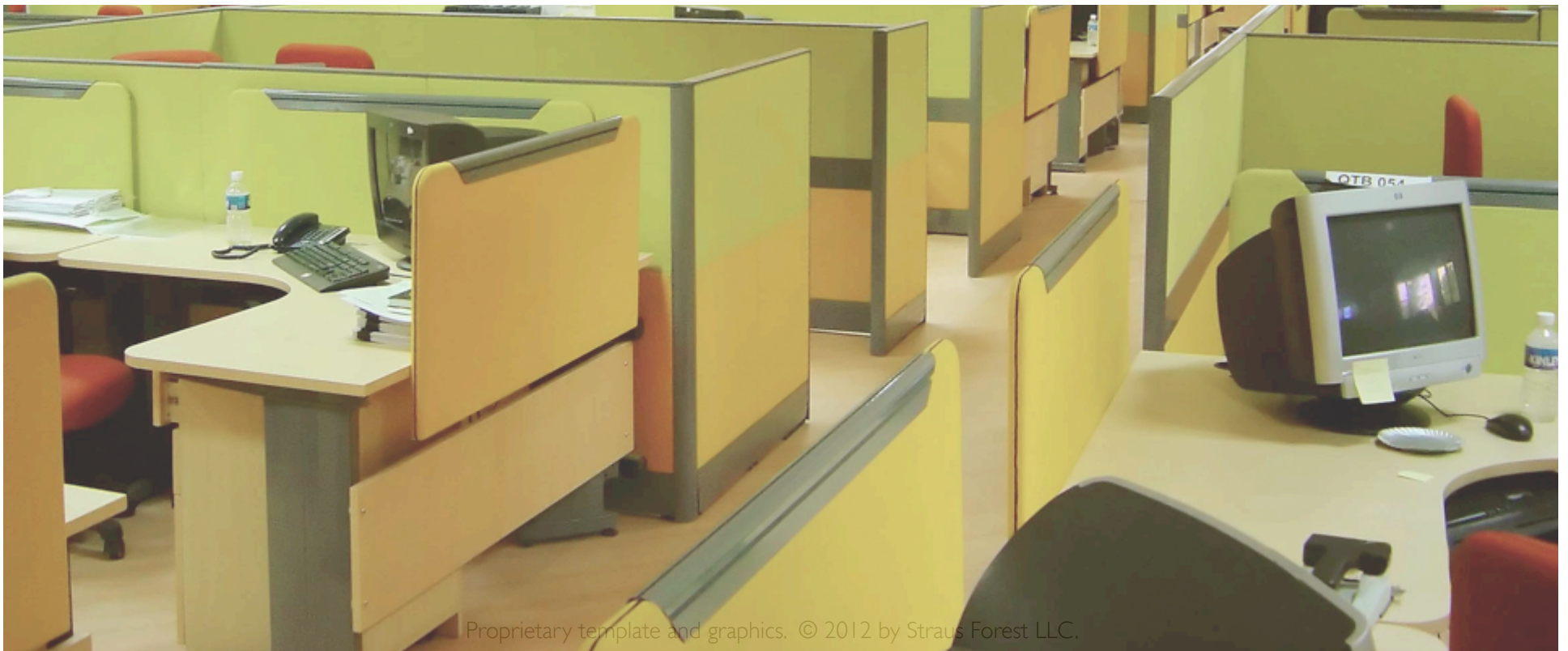
Results

Source: Jim Chrisinger, Lean Director; King County, WA

An aerial photograph of a busy city intersection, likely in Japan, showing extreme traffic congestion. The road is packed with a variety of vehicles, including cars, vans, trucks, and a large green and white bus. Pedestrians are visible on the sidewalks and crossing the street. The scene illustrates a state of high inefficiency and waste, which is the central theme of the text overlay.

Why Lean Office?

The impact of Lean Office



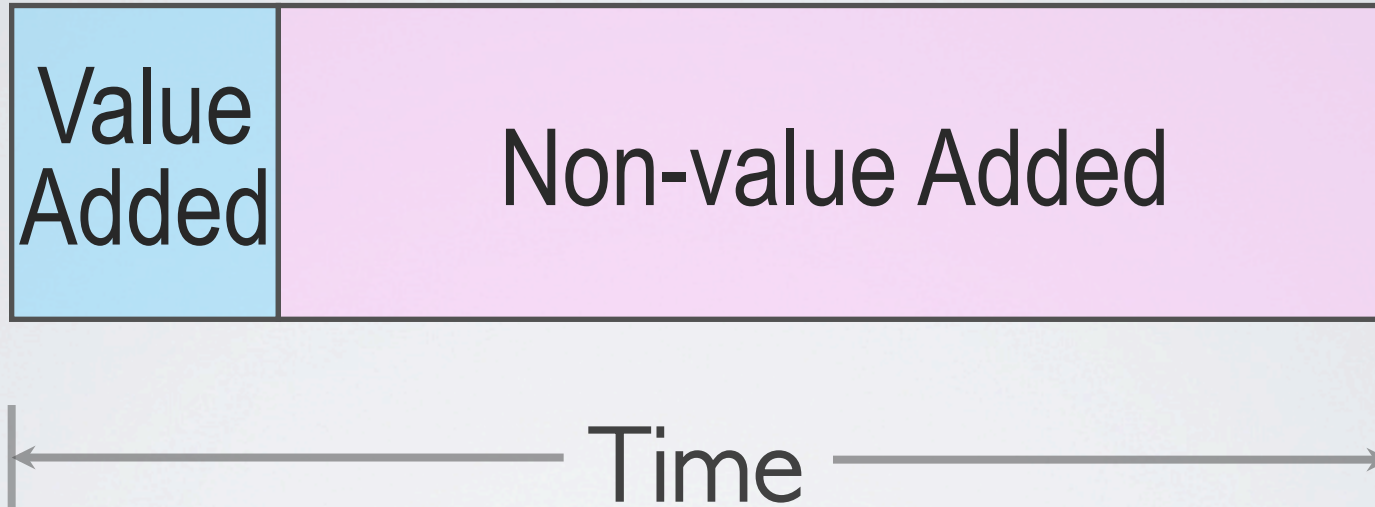
Proprietary template and graphics. © 2012 by Straus Forest LLC.

A large iceberg floats in a dark blue ocean under a cloudy sky. The iceberg is white with some blue-tinted ice visible on its sides. The text "Why the focus on waste?" is overlaid in a large, bold, black font.

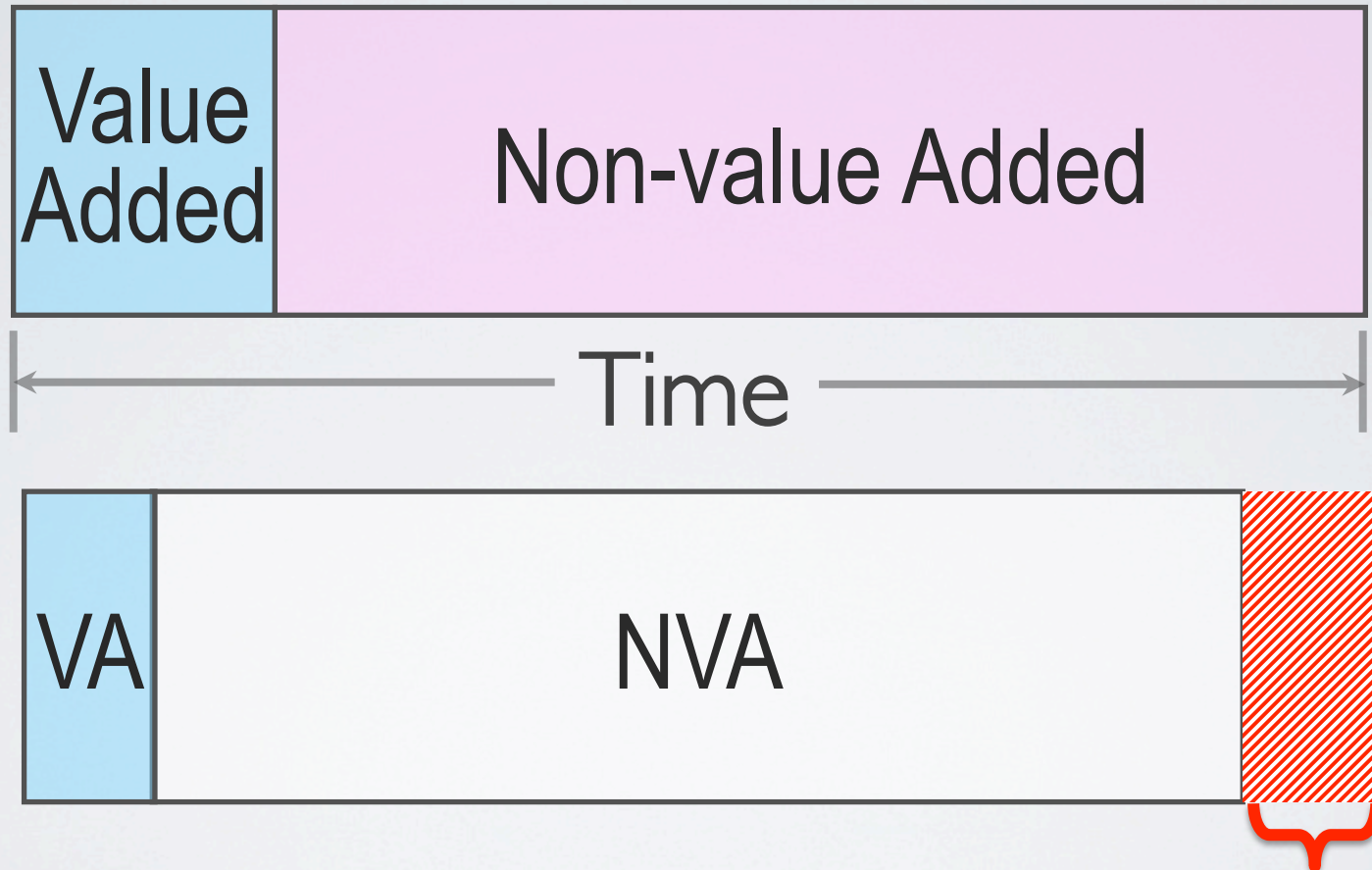
**Why the focus on
waste?**

90%

Why the focus on waste?

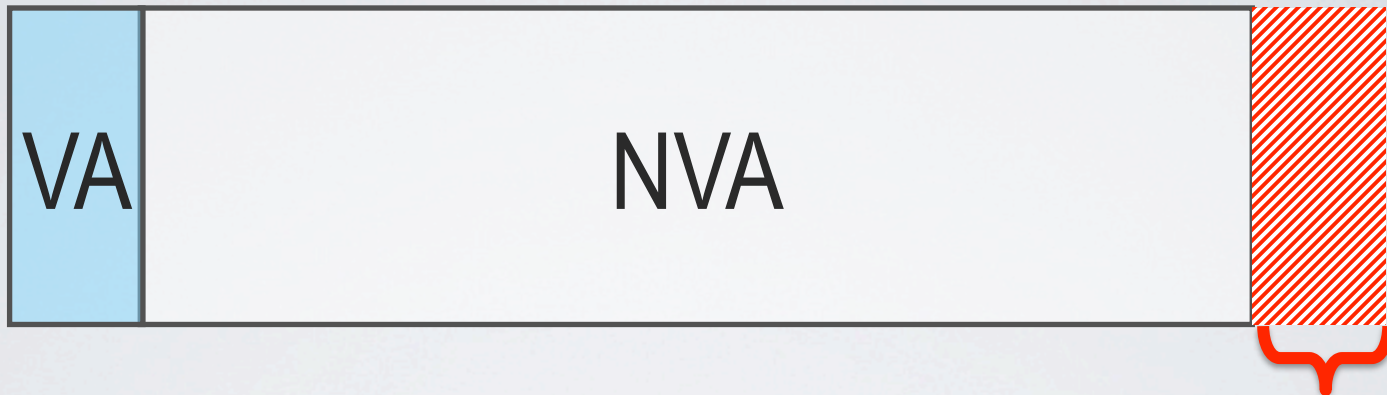


Why the focus on waste?



50% improvement in value-added work

Why the focus on waste?



50% improvement in value-added work



50% improvement in non-value-added work

Overproduction



Inventory



Over-processing

Section 3.1(d) shall be deleted and replaced with the following:

2. "Second Phase" shall be defined as follows:

b) Section 3.2. "Each Party's obligations set forth in this Section 3.2 shall be applicable to the Mercury Application only. In the event that a BOI Application shall be applicable if and only if the Parties present with the number 'ninety (90)' shall be stricken and replaced with the word 'ninety (90)'".

c) Section 3.2(c)(ii). The word "Deliverables" in the first line of Section 3.2 shall be stricken and replaced with the words "each Deliverable".

3. **Effectiveness of Agreement.** Upon execution of this Amendment, any amendments between the Parties shall terminate, and all Deposit Materials shall be removed from the provisions of the Agreement, or any amendment or addendum thereto. In the event of conflict between the Agreement, this Amendment or any other amendment or addendum thereto, the later in time shall prevail.

CEO

(Signature)

(Date)

Transportation



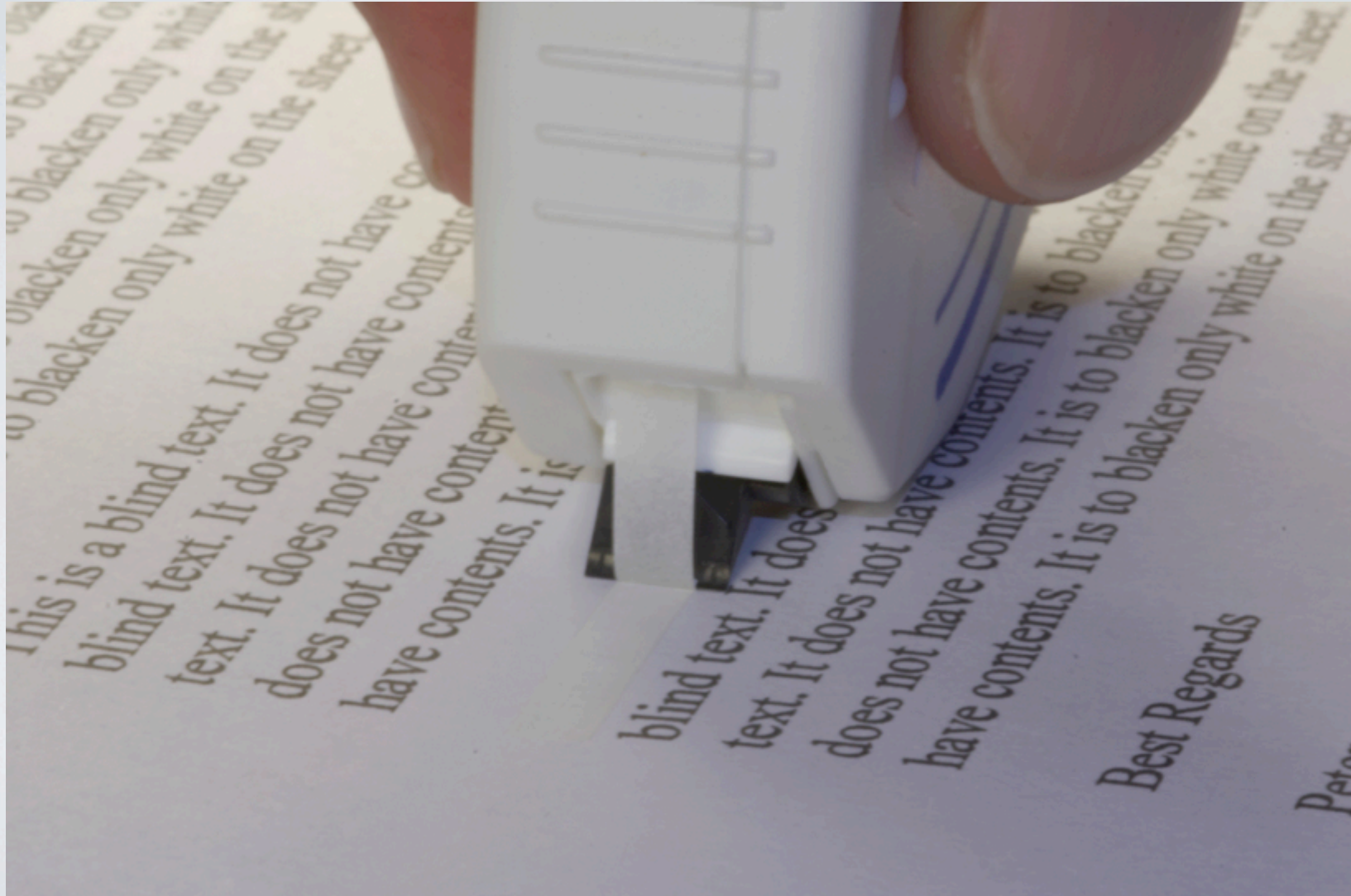
Movement



Waiting



Defects



Wastes in the office

- | | | |
|--|---|---|
| <input type="checkbox"/> Incompatible systems | <input type="checkbox"/> Useless information | <input type="checkbox"/> Multitasking |
| <input type="checkbox"/> Manual checking
electronic data | <input type="checkbox"/> Workarounds | <input type="checkbox"/> Underutilized talent |
| <input type="checkbox"/> Data dead ends | <input type="checkbox"/> Approvals | <input type="checkbox"/> Rigid hierarchy |
| <input type="checkbox"/> Re-entering data | <input type="checkbox"/> Reviews | <input type="checkbox"/> Extra features |
| <input type="checkbox"/> Converting formats | <input type="checkbox"/> Signatures | <input type="checkbox"/> Relearning |
| <input type="checkbox"/> Unnecessary data | <input type="checkbox"/> Inspections | <input type="checkbox"/> Handoffs |
| <input type="checkbox"/> Unavailable data | <input type="checkbox"/> Searching | <input type="checkbox"/> Task switching |
| <input type="checkbox"/> Unknown data | <input type="checkbox"/> Waiting / delays | <input type="checkbox"/> Moving /
transportation |
| <input type="checkbox"/> Missing data | <input type="checkbox"/> Variable flow in a
process | <input type="checkbox"/> Defects |
| <input type="checkbox"/> Unclear or incorrect
data | <input type="checkbox"/> Incomplete work | <input type="checkbox"/> Communication
barriers |
| <input type="checkbox"/> Data discrepancies | <input type="checkbox"/> Unclear roles | <input type="checkbox"/> Unnecessary
complexity |
| <input type="checkbox"/> Redundant input of
data | <input type="checkbox"/> Lack of training | <input type="checkbox"/> Lack of useful |
| <input type="checkbox"/> Redundant input of
data | <input type="checkbox"/> Interruptions | <input type="checkbox"/> metrics/measures |
| <input type="checkbox"/> Unsafe conditions | <input type="checkbox"/> Competition (within
the organization) | <input type="checkbox"/> Lack of useful
feedback |
| <input type="checkbox"/> Unclear sponsorship,
norms, & boundaries | <input type="checkbox"/> Lack of training | <input type="checkbox"/> Turnover |
| | <input type="checkbox"/> Ineffective meetings | <input type="checkbox"/> Mishandled conflict |
| | <input type="checkbox"/> Lack of project
management | |

What does success look like?

Initiating maintenance orders

Measure	Before	After	% improved
Idle time	16 days	12 days	25%
Cycle time	5 days	3 days	40%
Rework loops	6	4	33%

What does success look like?

Procurement

Measure	Before	After	% improved
Idle time	6.75 days	6 hours	90%
Cycle time	1.9 hours	1.75 hours	9%

What does success look like?

Accounts payable

Measure	Before	After	% improved
Idle time	24 days	6 hours	85%
Cycle time	9 hours	6 hours	33%
Total steps	19	9	53%



Department of Community Development

Single Family Residence Permit Kaizen Workshop

90 Day Report



Kaizan 90 Day Report

The Charter

Subject		Single Family Residence (R-SFR)		Date: June 1, 2012	
Ba	Subject		Single Family Residence (R-SFR)		
Targets		<ul style="list-style-type: none"> • Reduce Lead Time 			
Targets (what/how much/by when)		<ul style="list-style-type: none"> • Reduce Lead Time • Define Customer Satisfaction • Develop Survey to track Customer Satisfaction 			
The Team	Sponsor: Larry Keeton Team leader: Mary Seals	Team members: 1. Kim Shadbolt 2. Greg Spears 3. Tina Turner 4. Shawn Alire 5. Heather Adams 6. Lisa Lewis		7. Tina Rice 8. Dave Lynam 9. Jim Way, Pristine Homes 10. Karla Cook, Cook Construction 11. Justin Ingalls, Trident Homes	
		Observers: <ul style="list-style-type: none"> • Commissioner Brown • Commissioner Gelder • Commissioner Garrido • Doug Bear • Meredith Green • State Performance Measurement Observer 			



Kaizan 90 Day Report

Report

Measure	Start 7/13/12	Target	Target Change (%)	Actual Change (%)		
				30	60	90
1. R-SFR Permit Lead Time (to approval)	26.1 Days	18 Days	31%	81%	69%	81%
				5 Days	8 Days	* 5 Days
2. Define Customer Satisfaction	No	Yes	100%	100%	100%	100%
3. Develop New Survey	No	Yes	100%	100%	100%	100%

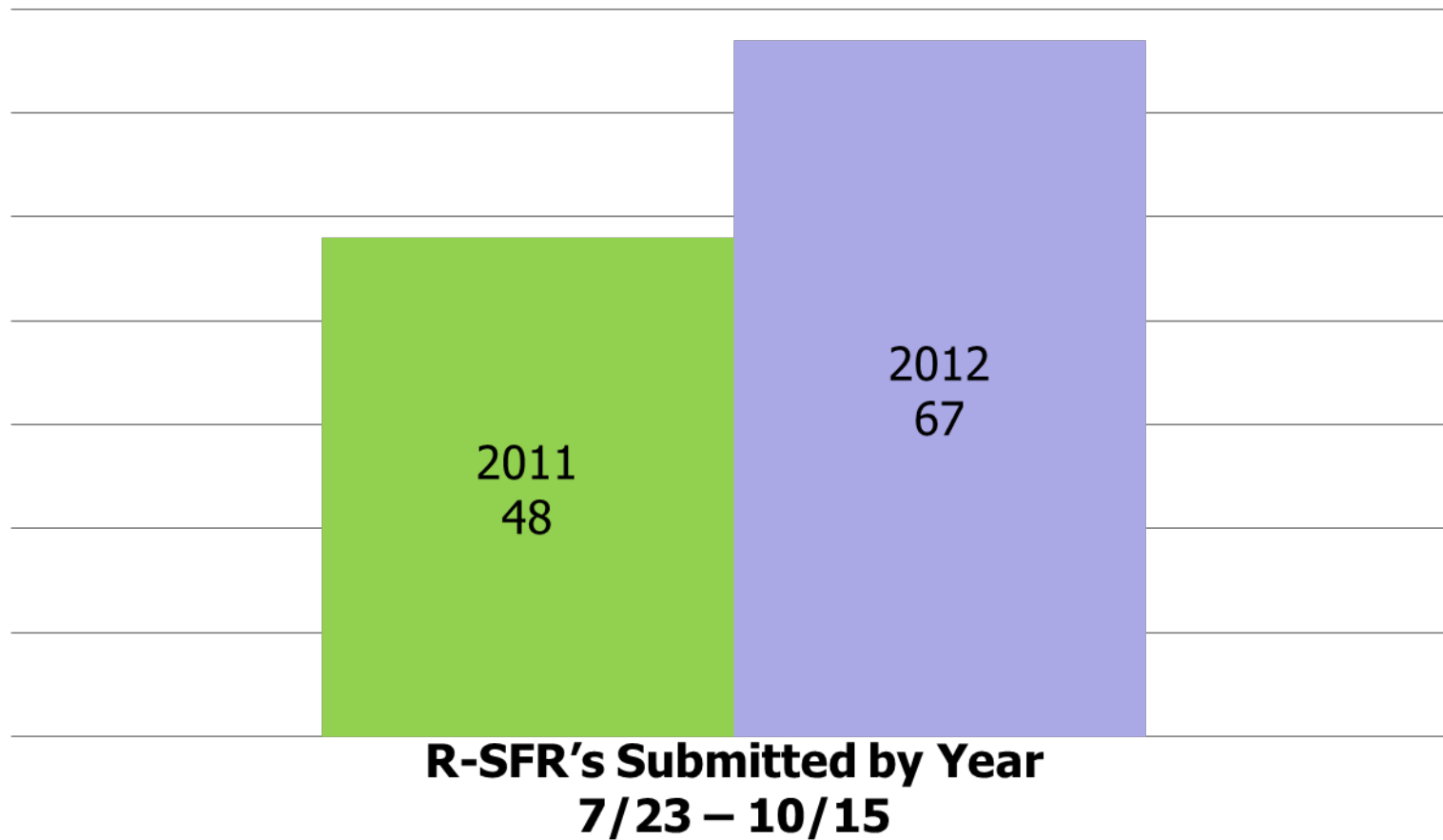
26.1 days → 5 days

* Excludes 2 exceptions with complicated reviews that took 41 and 42 days to review.



Kaizan 90 Day Report

90 Days 2011 vs. 90 Days 2012





Kaizan 90 Day Report

Achievements (partial)

- ✚ Lobby Signage
- ✚ Check-In Station
- ✚ Information Wall
- ✚ Educational Presentations in Lobby
- ✚ WiFi in the Lobby
- ✚ Established Residential Pod
 - ✚ KanBan Board
 - ✚ Equipment for station
 - ✚ Phones at each review desk



Kaizan 90 Day Report

Continuous Improvements (partial)

✚ Lobby

- ✚ Utilize scanners at intake
- ✚ More Educational Presentations

✚ Resource Room / Kiosk

- ✚ Maps and Computer for Clients

✚ Quality of Review/Deficiency Reports

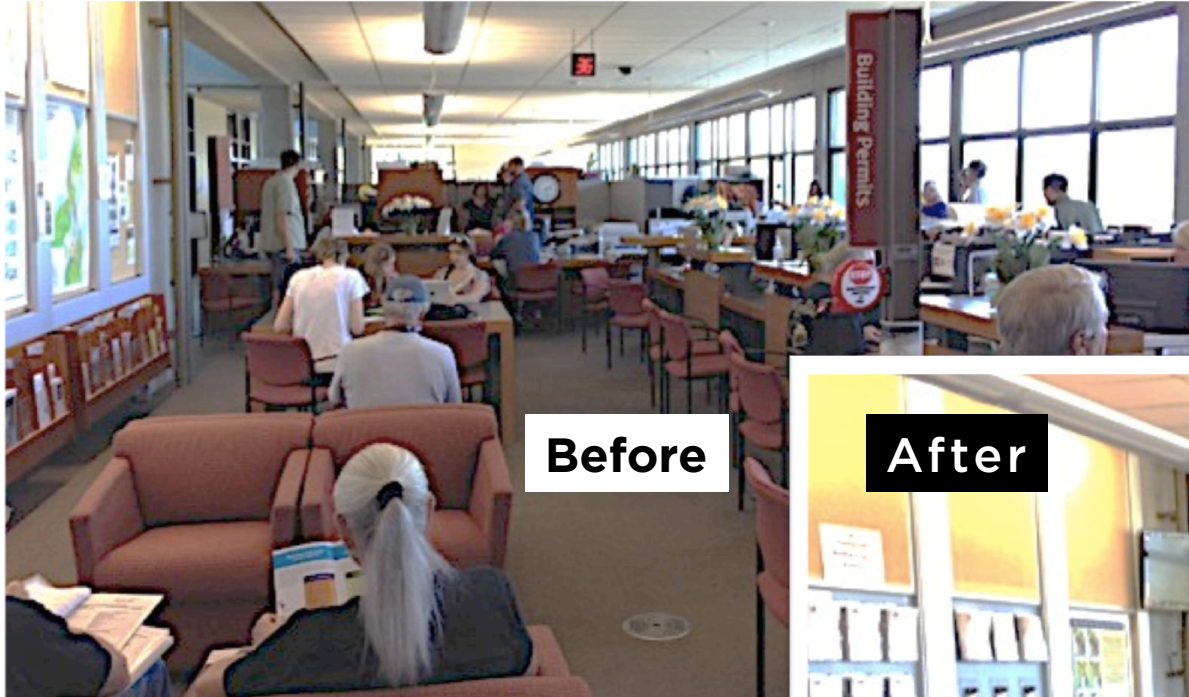
✚ Evaluate How Other Work Areas Impacted

✚ Evaluate Project Lead Time

✚ Measure Variance



Kaizan 60 Day Report



Before



After



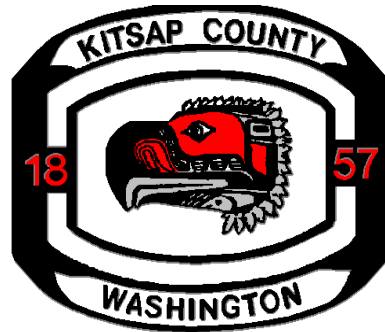
Kaizan 60 Day Report

30 Days

60 Days

Received	Permit #/Name	CR	BLD	DE	PL
12	12 1296 / CHU	8/14	8/14	X	X
19	12 1212 / BERG	8/14	8/14	8/14	
9/9	12 1278 / Silverdale Homes	8/13	8/13	8/13	
7/18	12 932 / HALES	7/25	7/25	8/8	7/20
7/24	12 992 / DEVANEY	7/25	X	8/8	7/25
7/22	12 979 / DRDOIN	7/25	7/25	7/21	7/20
8/13	12 1304 / Hubbard	8/14	8/14	X	X
7/23	12 1003 / REVELY	7/20	7/20	7/25	7/25
7/23	12 957 / MAY	7/20	7/20	7/20	7/20
8/9	12 1277 / Silverdale Homes	8/13	8/13	8/13	
7/11	11 10046 / MAYHEW	X	7/20	X	X
8/6	12 1194 / Crawford	8/14	8/14	8/8	8/8
7/26	12 1088 / TETTERLY	7/20	8/1	7/20	R
8/9	12 1256 / Silverdale Homes	8/14	8/14	8/14	
7/26	12 1082 / SANTON	7/20	X	7/20	7/20
7/26	12 1094 / FLYNN	7/20	7/20	7/20	7/20
7/26	12 1095 / HILSON	7/20	8/1	7/20	7/20
7/11	12 839 / KEENAN	7/20	7/20	7/20	X
8/7	0744533 / DAVISON DANUBATO	X	8/7	X	X
7/19	12 943 / EDDINGS	7/23	7/23	7/23	7/23
7/19	12 944 / EDDINGS	7/23	7/23	7/23	7/23
7/23	12 970 / SMITH	7/23	7/23	7/23	7/23
8/1	12 1057 / SMITH	7/23	7/23	7/23	7/23





Department of Community Development

Code Compliance Intake Kaizan

DCD Management Report Out



Kaizan 60 Day Report

Goals

Establish Intake Process

- Use existing resources outside of Code Compliance.
- Standard, more complete intake information.

Decrease Lead Time for Eyes On

- Use existing talent.
- Use eyes already in the field.








Develop Assignment Method and Metrics

- How cases are assigned and tracked.
- Appropriate metrics for issues.



Kaizan 60 Day Report

Process

-  Current Process and Value Mapping
-  Problem Identification
-  Root Cause Analysis
-  Complainant Profile
-  Intake Identification
-  Future Process Value Mapping
-  Future Process Metrics



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Current Intake Process



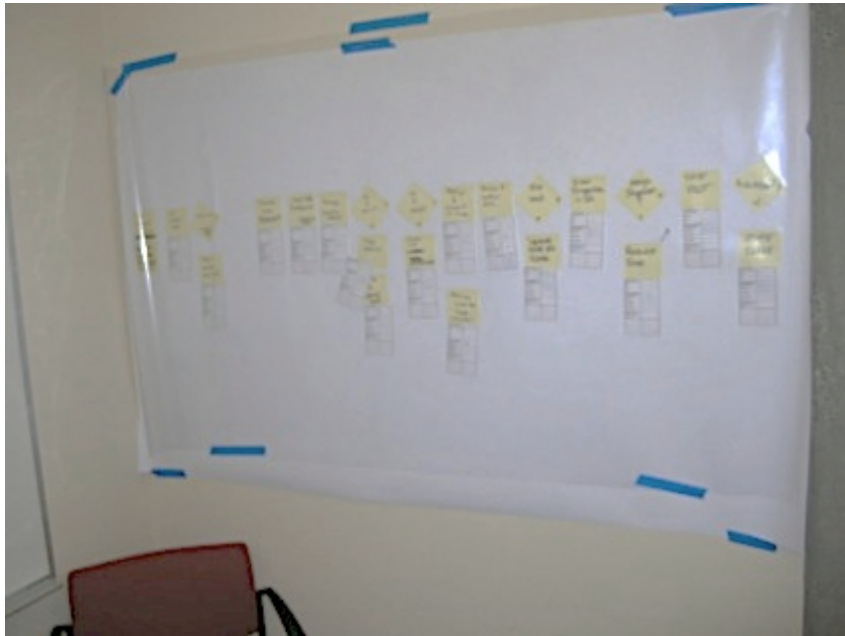
Issues

- ✚ Multiple entry points.
- ✚ Rework intake information.
- ✚ Rework assignment and research steps.
- ✚ Coordination of all interested party visit.
- ✚ All complaints were the same.
- ✚ No expectation for resolution.
- ✚ New technology didn't work with existing process.



Kaizan 60 Day Report

Proposed Intake



Benefits

- ✚ Fewer steps and opportunities to “get lost”.
- ✚ Fewer rework loops in design.
- ✚ Relies on expertise in other areas.
- ✚ Reduces tie to eyes on site.



Kaizan 60 Day Report

Evaluation	Old	New	% Change
Steps	29	18	-38
Value Added	4	4*	0
Decisions	11	6	-45
Loop Backs *	6	3	-50
Hand Offs	6	4	-33
Delays TT/FT	6 %	4 %	-33
Maximum Lead Time from Mapping	8.2 W Days	4.1 W Days	-50



Kaizan 60 Day Report

✚ Surprises / Lessons Learned

- ✚ Don't break up process / delay effort.
- ✚ Anticipate strong feelings and ownership.
- ✚ Following some rabbits is good medicine.
- ✚ Existing internal process takes 1/3 more lead and tac. time than external.
- ✚ Realizations.

1. VIDEO (20 minutes)

Time: the next dimension of quality

2. EXERCISE (10 minutes)

**Value flow analysis on
a work process of your own**

Time: the next dimension of quality

An activity is value added if:

- The customer cares about it
- Physically changes the thing
- Done right the first time

“Be the thing.”

Process Flow Analysis: an example

	Activity	Time
1	Take application	3 minutes
2	Move application to inbox	1 minute
3	Wait	1 day
4	Enter application online	10 minutes
5	Log application	1 minute
6	Wait	3 days
7	Review application	23 minutes

Document your process

Go to www.LeanOfficeInnovation.com/tools
to download a Work Breakdown template

Work Breakdown Form

By: **Ben Williams**

Date: **06-12 20 17**

Job: **Permit Application Process**

Organization: **Permitting Department**

Brief description: **Accept and process permits submitted by the public**

Here is how the job is done now

Step	Description	Time	Walk/Move	Notes / Ideas
1	Take the application and review <u>for completeness</u>	3 m.	--	
2	Initial the application	.1 m.	--	Why do we do this?
3	Take the application upstairs and <u>place into the Inbox</u>	5 m.	400'	
4	Wait	1 d.		
5	Log in the application	1 m.		
6	Enter the application into the PDQ system	20 m.		Create an online <u>applica-</u> <u>tion</u>
7	File the hardcopy	2 m.	33'	
8	Wait	3 d.		
9	Review application in the system	23 m.		
10	Stamp application electronically	1 m.		
11	Stamp the hardcopy	7 m.	33'	

Instructions

1. Write your name at the top.
2. Fill in the date
3. State the job or process you are documenting.
4. Enter the name of the organization.
5. Briefly describe the work as its done today.
6. Fill in the page numbers at the bottom of the sheet.
7. List, step by step, everything the "thing" goes through. "Be the thing."
8. Make sure you note when the "thing" waits or sits idle.
9. Write down the times for each step, including waiting.
10. Show the **distance** traveled for each step.
11. Write down all the ideas that come to you.

Exercise

1. Name the steps and times.

Then in pairs (or groups of 3):

2. Tell your neighbor your steps.

“Be the thing.”

3. Identify the value-added steps.

Discuss and get feedback.

4. Switch.

Exercise Review: things to think about

- 1. Who was your customer?**
- 2. What did you notice about your process?**
- 3. How many steps does your process have?**
- 4. How many steps are value-added?**
- 5. What else have you noticed?**

Tips

- Watch your scope
- Be the “thing”
- Experiment

**If you forget everything else,
remember:**

- 1. Use the work breakdown form**
- 2. Be the thing**
- 3. Get rid of the waste**

www.LeanOfficeInnovation.com

www.ImpactWashington.org