

Our LEAN Journey

Engaging Everyone to Improve the Work



1 Service Delivery

Employees
Machinery
Consumables

Schedules
Tasks
Frequency

2 Standardisation & Efficiency

Employees
Training
Management Systems
Reactive Works

Systems of work
Client Requests

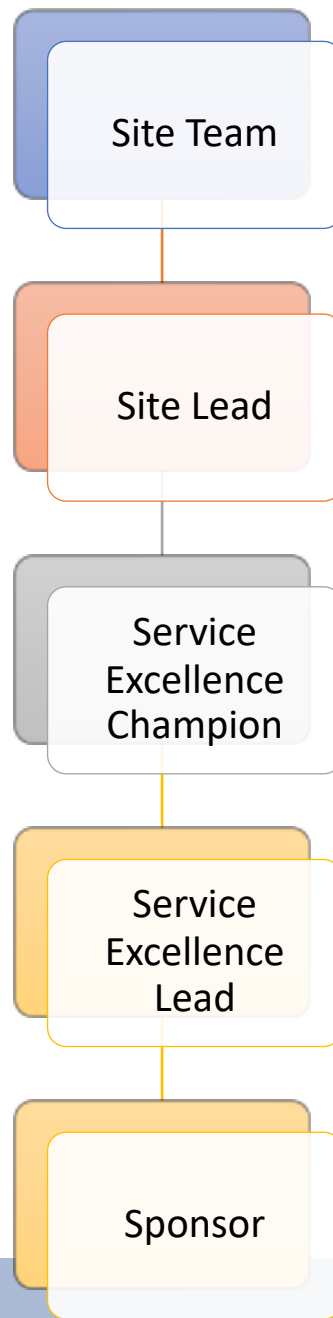
3 Innovation & Improvement

Employees
New ways of working
New Equipment
Different sequences/processes

A Facilities Management Company Invested in LEAN



The Structure





The Program

Initial Activity Plan (This proposal)	Who	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun	July	Aug	Sept
Introduction & Lean Fundamentals	LEA / IFM Site Leaders	▲											
Stage 1 Standardised Work	LEA / IFM Site Leaders		▲										
Implementation	SE Champions		→										
Stage 2 RPS & MS-P	LEA / IFM Site Leaders			▲									
Implementation	SE Champions					▲							
Stage 3 RPS & MS-P	LEA / IFM Site Leaders						→						
Implementation	SE Champions							▲	→ CI Plan / Results				
Stage 4 – Report Out / A3 Status & CI Plan	LEA / IFM Site Leaders							▲	→ Weekly Online Coaching				
Ongoing CI Plan Implementation	SE Champions							▲	→ * Monthly Site Visits				

• Note – Pull Based Coaching Support
 • Min Std – 1 Visit Per Month / 1 hr Online each week



Standardised Work - Washroom

- Observe Washrooms during opening with the public



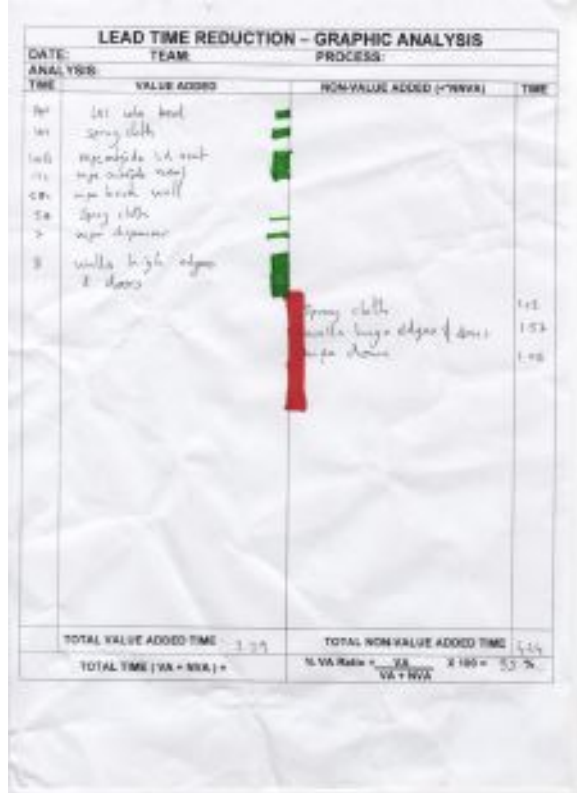


Standardised Work - Washroom

- Biggest observation - Overproduction
- Equipment not suitable
- 66% Non Value Added

THE 8 WASTES' CHECK SHEET: Washroom Rooms OBSID

KEY POINTS	OBSERVATIONS	DESIRED CHANGES	OBSTACLES	
DEFECTS (Repair or Re-Do of a Product or Service to Fully Customer Requirements)	No hand in door Some small items No soap Shower bucket Chemical bottles Cupboard - 10 items Over Shower - 10 items	Hand in door Shower bucket No soap No bucket No bucket No bucket	Hand in door Shower bucket No soap No bucket No bucket No bucket	Over- Clean bucket Over- Clean bucket Over- Clean bucket Over- Clean bucket
OVERPRODUCTION (Producing More Than Needed or Faster Than needed)	Heavy - 1000 bottles Floor cleaned fast before higher level Drooping water - 10 items	Heavy - 1000 bottles Floor cleaned fast before higher level Drooping water - 10 items	Heavy - 1000 bottles Floor cleaned fast before higher level Drooping water - 10 items	
WAITING (Idle Time That is Produced When The Demand Activities or Events are not Fully Synchronized)	Customer - 10 items Chemicals - 10 items No bucket No bucket	Customer - 10 items Chemicals - 10 items No bucket No bucket	Customer - 10 items Chemicals - 10 items No bucket No bucket	
NO EMPLOYEE INVOLVEMENT (Not Engaging People in The Improvement Process)	No name No name No name Brush holder Turning water on twice to help	No name No name No name Brush holder Turning water on twice to help	No name No name No name Brush holder Turning water on twice to help	
TRANSPORTATION (Any excessive movement of material or information)	2 bottles - 10 items 10 items 20 bottles	2 bottles - 10 items 10 items 20 bottles	2 bottles - 10 items 10 items 20 bottles	

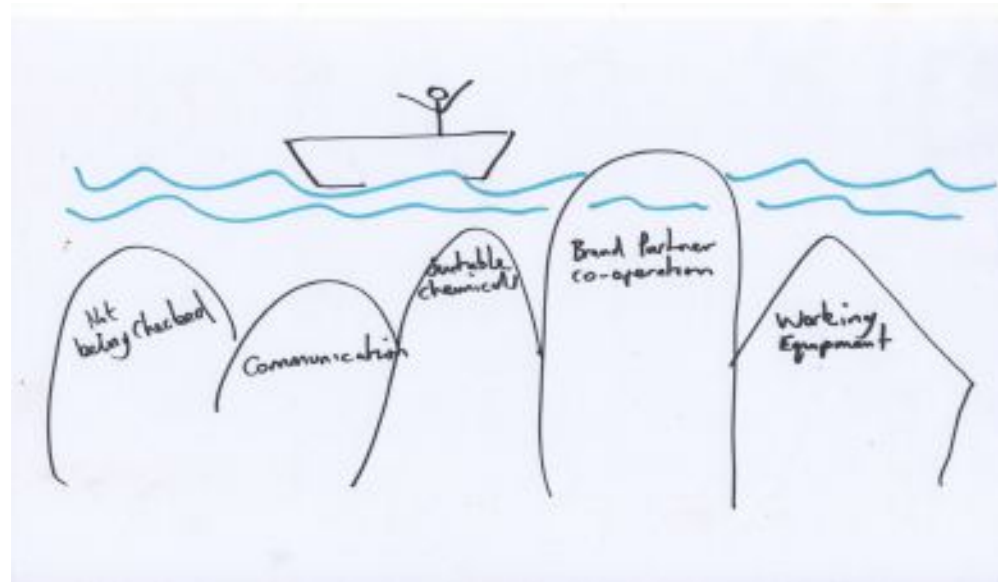


KEY POINTS	OBSERVATIONS	DESIRED CHANGES	OBSTACLES
INVENTORY (Any Supply in Excess of Customer Requirements Necessary to Produce Goods or Services Just in Time)	No Schedule No cupboard no hand	No Schedule No cupboard no hand	
MOTION (Any Movement of People Which Does Not Add Value to the Product or Service)	Many back & forth Some chairs - Excess steps	Many back & forth Some chairs - Excess steps	
EXCESS PROCESSING (Effort Which Adds No Value to a Product / Service Enhancements That are Transparent to the Customer, or Work That Could be Completed with Another Purpose)	- 11 -	Change pipe discovered Pipe - removed	
OVERBURDEN (Work that creates excessive burden for team members or processes - beyond natural limits)	26 chairs - 10 items Some - 10 items Cupboard - 10 items - 10 items Brushing - 10 items	26 chairs - 10 items Some - 10 items Cupboard - 10 items - 10 items Brushing - 10 items	
UNEVENNESS (Workload that is not balanced)	26 chairs - 10 items Some - 10 items Cupboard - 10 items - 10 items Brushing - 10 items	26 chairs - 10 items Some - 10 items Cupboard - 10 items - 10 items Brushing - 10 items	



Standardised Work - Washroom

- Group session
- Go through waste
- Go through process
- Create Job Instruction





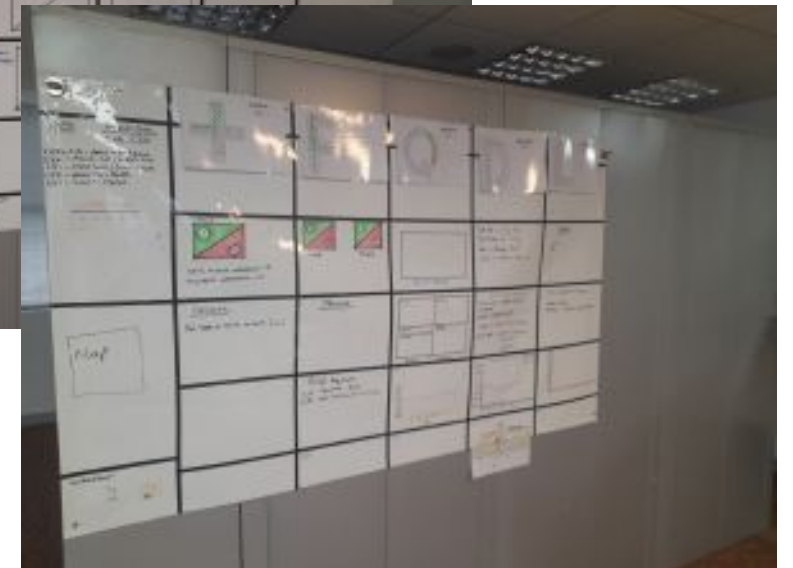
Exercise – Feedback



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Managing Performance



What questions do you have
for us?