

Buildings and Grounds Timely Work

Agency: Department of Enterprise Services

Project Impact

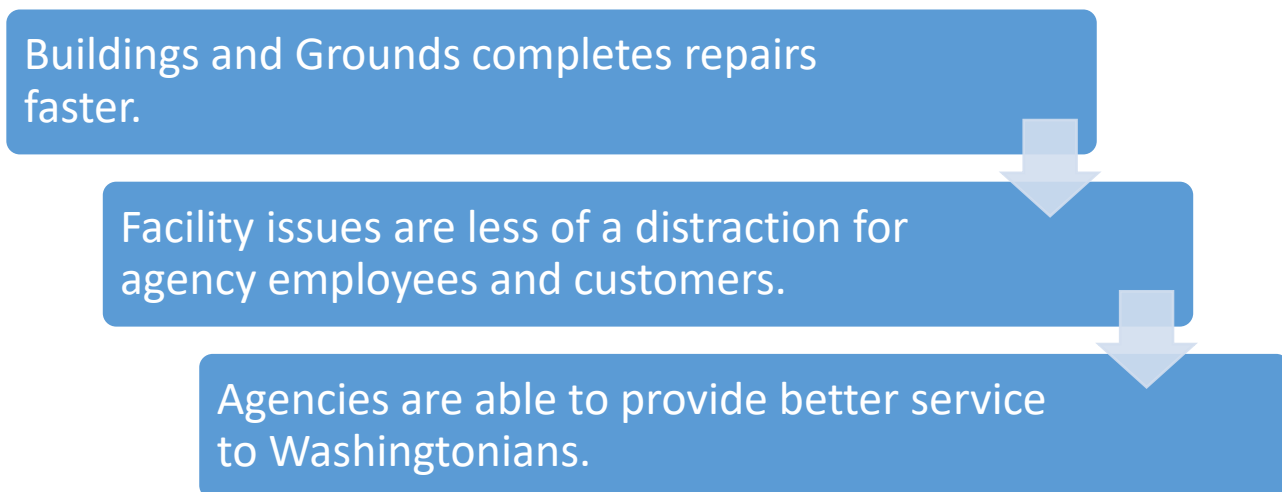
The Department of Enterprise Services Buildings & Grounds division decreased the percentage of repairs taking over two weeks to complete, resulting in an improvement from 76% to 18%.

Impact to Washingtonians:

Ultimately, government agencies are able to provide better service to Washingtonians when Buildings & Grounds completes repairs faster.

Buildings & Grounds responds to a wide array of repair requests for state agencies, such as rooms that are too hot or cold, malfunctioning electrical and plumbing components, and other potentially unsafe conditions. When repairs aren't completed in a timely manner they remain a distraction for agency employees and customers, affecting the agency's ability to deliver on its mission. Longer turnarounds also can raise cost and risk to the state.

The logic of the impact to Washingtonians is depicted in the following graphic.



Project Summary

Customer outreach efforts conducted in July 2016 indicated that customers were frustrated with the amount of time required for the Buildings & Grounds Division to complete maintenance and repair work. At that time, the goal for completing repairs was 30 days, and the majority exceeded the 30-day threshold. In addition, the work order tracking database showed 967 open repairs, some of which were complete but hadn't been properly closed in the system.

Customer feedback and benchmarking against other organizations prompted Buildings & Grounds to adjust the target completion time from 30 days to two weeks, and to focus on implementing management systems and process improvements to support planning, tracking, and accountability to achieve that target.

Problem Statement:

As of 11/28/16, 76% of repairs were completed in over two weeks, compared to our target of 10%, which we wanted to reach by 4/1/2017.

Strategic Lean Project Report



Buildings & Grounds improved their process for managing service requests by:

- Implementing a daily management system, featuring tiered huddles and visual project management boards, to better plan, schedule, and distribute work among zones.
- Improving accountability by implementing a central process to delegate and track work by individual, rather than by work zone.
- Changing work order priorities to better match customer needs.
- Training tradesmen to better utilize job tracking software.
- Cleaning up the work order tracking database by closing some 600 work orders that were complete but not closed.
- Addressing the backlog of open repairs, reducing it from approximately 367 to 37.

The Buildings & Grounds team has made great progress, and continues make adjustments, seeking new and innovative ways to complete work in a timely manner.

Project Results

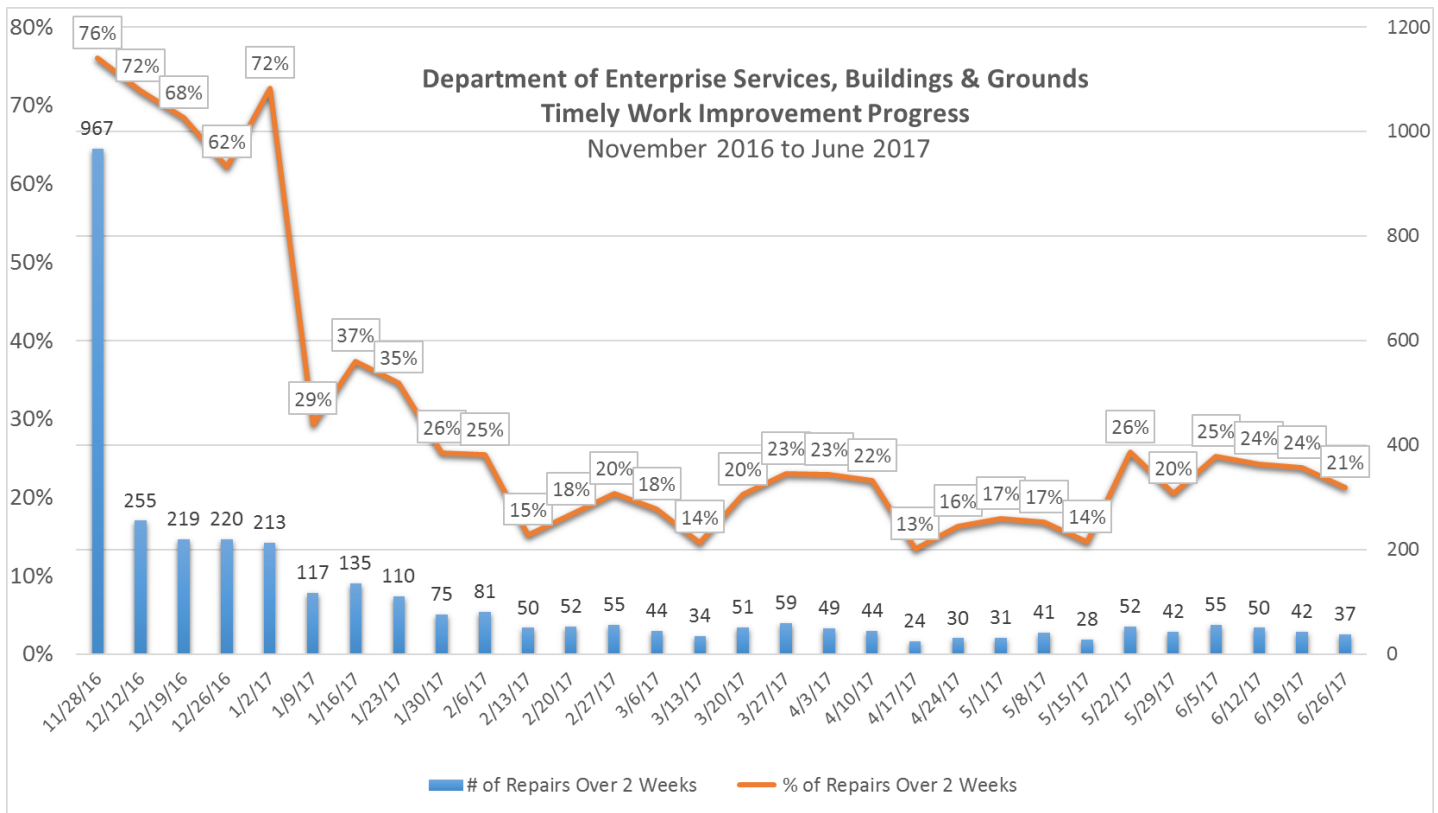


Time

Decreased the percentage of repairs taking over two weeks to complete **from 76% to 18%** on average.



Agencies are able to provide better service to Washingtonians.



Project Details

Date improvement project was initiated: 11/28/2016

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