

# Lean Champion Leaders Program: Where The Shift Begins





# Maritime

An aerial photograph of a busy maritime port. In the foreground, a large white and teal fishing vessel is docked at a pier. Behind it, several other large commercial fishing ships are moored along a long pier. To the left, a city skyline is visible across the water. The water is calm, and the sky is clear. A large blue and white ship is docked at the pier in the foreground.

Statewide commercial fishing and related industries produce \$10 billion in business revenue

# Economic Impact | SEA Airport



**\$22.5 B**

in total business revenue



**87,300**

direct jobs



**46.8 M**

passengers

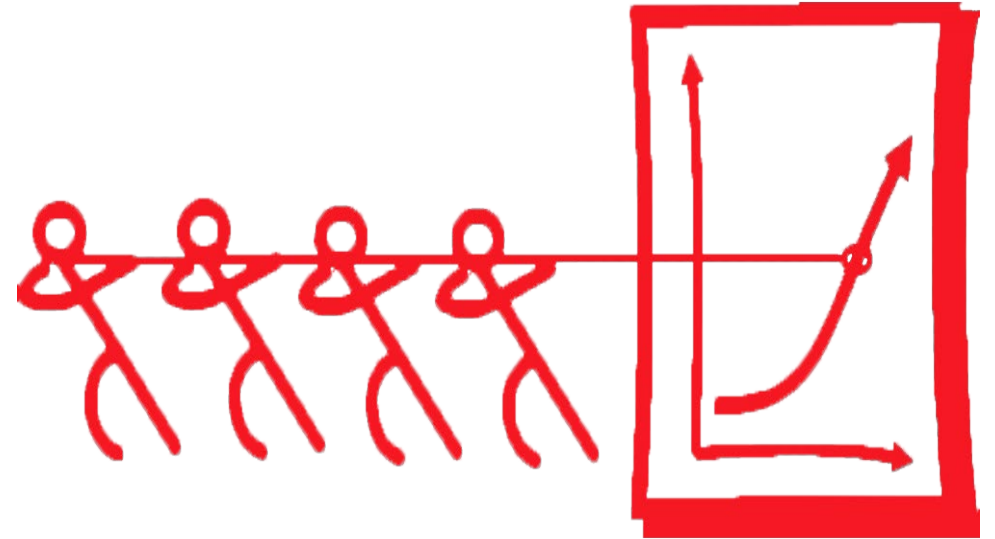


**\$415 M**

in state taxes reflecting direct  
and secondary activities

# Building the Team

- Lean journey started 10 years ago
- Started in one area
- Consultants – costly
- 2200+ employees



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# Improvement Culture to PDCA



# Organizational Engagement

Poll!

What percentage of employee workforce is engaged in Lean/Process Improvement at your organization?

0-25

26-50

51-75

76-100

# Center of Excellence

## Continuous Process Improvement Program Managers



# Lean Specialist Program

- Develop people to facilitate improvement
- 2 day training program
- 6 week improvement
- Certification - annually

**12 lean specialists out  
of the first cohort**



# Improvement Overtime

- Large and small scale improvements
- Certified lean specialists ↑↓
- Sustainability
- 4 departments of the Port focused on improvement

# What Came Next



- Center of Excellence – 2
- Lean Specialists still fluctuating



# Problem?

Do we really  
have a problem?



# Voice of the Customer

Our team did not  
know the  
customer experience.


The WHY?





# What is Happening?

- Root cause analysis
  - Leaders who were lean specialists unable to commit time
  - Lack of goals
  - Needed to make improvement part of the daily work
  - Small improvements were happening, not being shared, and not sustainable



Voice of the customer

Gemba Walks

Adjust

# Current State

Center Of Excellence -

Lean Specialists  
All over the  
Organization



# Where to Focus

1. Lean Specialists

~~2. Executives~~

3. Middle management



# Lean Champion Leader Creation







# Lean Champion Leader

1. Assure work is aligned with leader standard work
2. Strategic planning
3. KPI's
4. People development/respect for people
5. Visual systems
6. Improvements
7. Quarterly tollgates with Program Managers to assure on track

# Plan



1. Set and document Champion's goals
2. Help create their plan
3. Quarterly tollgate – gap analysis



# Implement

1. 26 Champions
2. 13 Departments
3. Quarterly tollgate – gap analysis

# CPI Champion Leader: Jermaine Murray

Jermaine Murray is the Director of Port Construction Services; he has 27 years of military and work experience including 9 years with Burlington Northern Santa Fe Railway including supervision experience in various operational and rail improvement projects. He has been at the Port for close to 11 years.

Prior to becoming Director Jermaine was the Lead Construction Inspector for the International Arrivals Facility project in the Construction Management Department where he spent 9 years.





# Why CPI in Port Construction Services

1. Create a new culture that's open to change & introduce change & get employees into the change mindset
2. Advance Lean training in our department
3. Develop Lean Specialists and Champions
4. Increase employee engagement to facilitate improvements
5. Employee engagement including  
Represented employees (**The Boots on the ground**)



# Why CPI in Port Construction Services

7. Become more efficient and increase production

**8. \**BECOME MORE EQUITABLE & SEEK OPPORTUNITES & address the many areas needing change***



# Challenges we faced in Port Construction Services

The background image shows a large-scale construction project at a port. A prominent yellow excavator is in the foreground, its arm extended. In the background, a large yellow gantry crane is visible, along with several multi-story residential or commercial buildings. The scene is set in an urban environment with a clear sky.

1. Resistance to change ideology
2. Covid impacts
3. Lack for resources
4. Internal movement/Promotions
5. Retirements
6. Time commitment to CPI
7. Conflicting working hours (Mostly impacting Represented employees)

# Began in 2021 Port Construction Department Goals and Expectations

- Entire PCS Department will acquire Lean Specialist Certification or lead/participate in 1 continuous process improvement project.



# 2022 Port Construction Department Goals and Expectations

- **Complete CPI Projects**
- **File Structure**
- **Procedure for project estimating**
- **Track labor hours for reporting**
- **Close out process – continue 2022**
- **SOPs – mapping underway – continue 2022**
- **Developing & implement a process to communicate employee performance (Represented employees)**
- **Tracking People/Crew hours (Actual) vs estimating**
- **Participate in Cross department CPI projects**
- **CPO – spec writing, Invoices, and Work Authorization Processes**

# CPI PROGRESS



- **Completed Design & Construction Process Map**
- **Developed and revised SOP's**
- **Participated in the Airport Shutdown Authorization Process CPI Initiative**
- **Created a new Cost Estimator Position**
- **Restructured our Project Controls & Business Operations group**
- **Created a new Construction Coordinator/Scheduler position**
- **Created a new Assistant Manager/Superintendent Position**
- **Added workstations and mobile devices for all Represented employee to increase access to development and training offerings**

## CPI PROGRESS

- **We now ensure there is a diverse hiring panels when hiring**
- **Added equity moments to all meetings to provide a safe place of vulnerability**
- **Gained approval to explore a new PCS crew Represented field offices**
- **Implemented internal promotions process, and can account for 4 internal promotions**
- **Reduced disparities between gender within department**
- **More employee engagement in CPI initiatives**

# CPI Champion Leader: Jessica Joyce

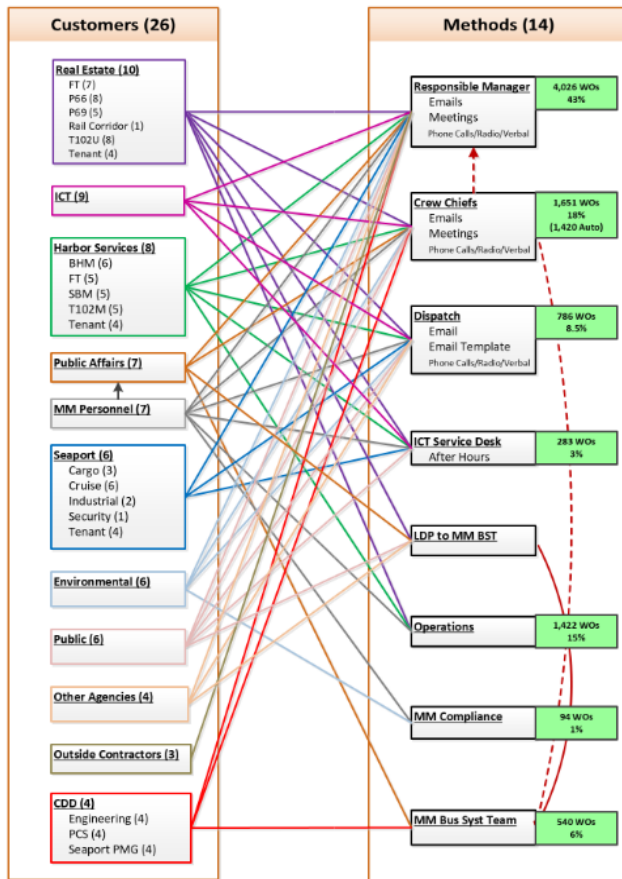


Jessica has worked for the Port of Seattle / Marine Maintenance for 24 years, starting as entry level administrative support and now as a Senior Manager of Operations, Systems and Logistics. I have been involved in LEAN Process improvement initiatives for about 8 years (?) – almost since the beginning of when the Port starting implementing it.

Our workforce is diverse in the activities that they are involved in. I am focused on ensuring that all voices are heard in process improvement efforts.



# Marine Maintenance 1st Lean Project - 2014



Problem: Many different ways (360+ combos) to request work from Marine Maintenance leading to:

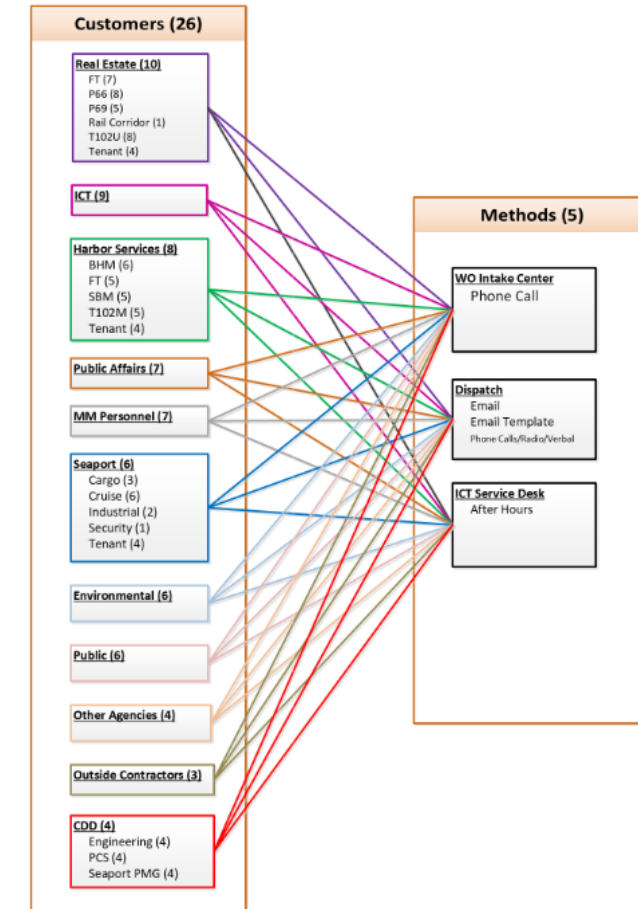
- Incorrect asset cost tracking (high workorder defect rate)
- Missing or unclear info for the crew
- No standard process

Process: Large collaborative effort including stake holders from all parts of the Maritime Division. Mapped processed, eliminated waste.

Outcome: Created a Work Order Intake Center of Expertise

Benefits:

- Consistent data (lower defect rate)
- Eliminated waste (fewer process steps)
- Standard info provided to crews



# 2022 Marine Maintenance Director Goals and Expectations

## GOALS:

Adopt a mindset of continuous process improvement. As a Maintenance Department, we are problem solvers. We will use CPI tools, implement efficient and effective methods, eliminate waste and when possible, standardize methods for future use.

## EXPECTATIONS:

Everyone attend CPI Training (Foundations)

Attend CPI Events

Grow a LEAN Specialist (5 currently, 2 in training)

Grow a Lean Champion



# MM CPI TEAM



## **LEAN SPECIALISTS:**

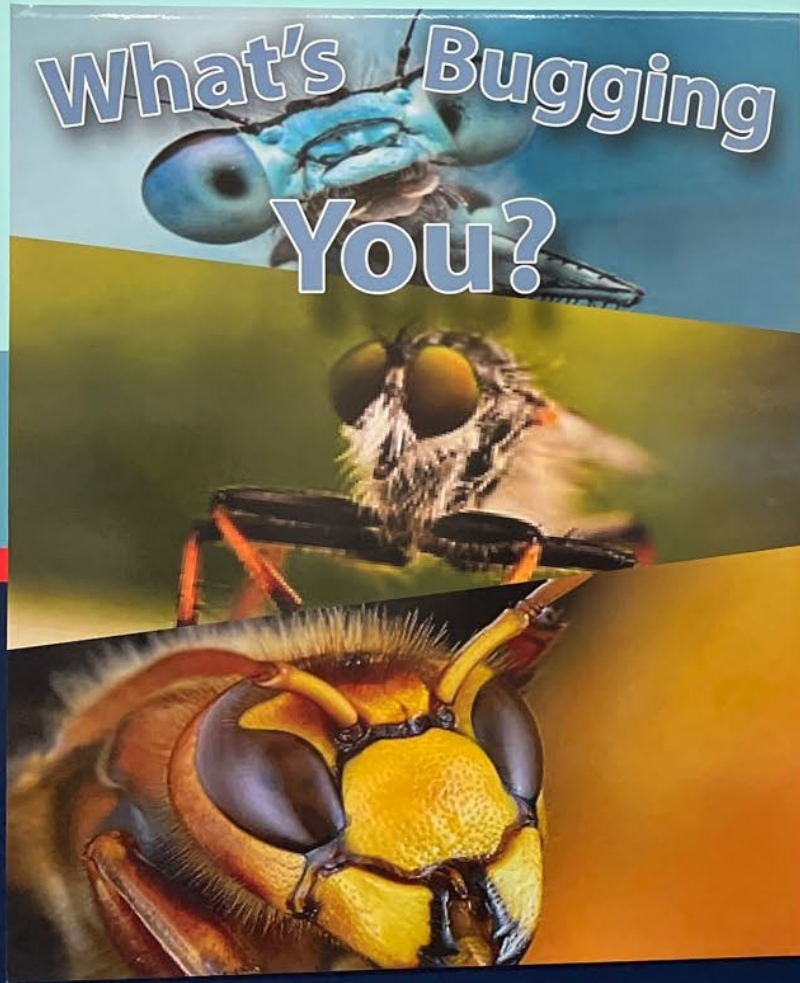
- Ian Tucker – Fleet Program Coordinator
- Nani Narag – Asset Manager
- DJ Lewis – Plumber Crew Chief

## **LEAN SPECIALISTS IN TRAINING:**

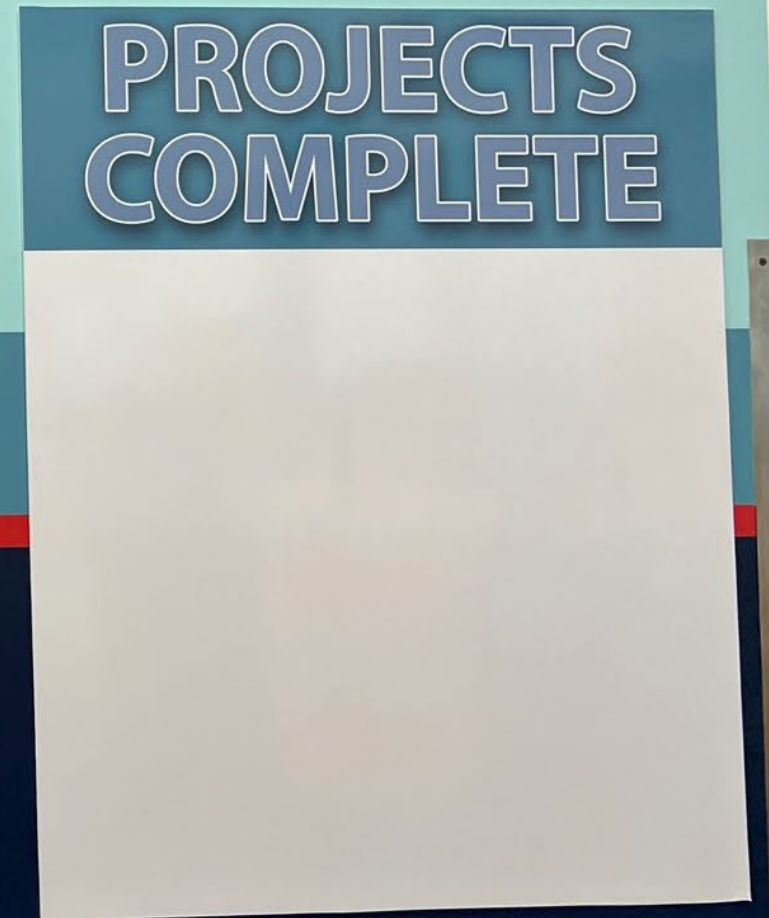
- Rachel Bravenec – Business Analyst
- Corbin Purnhagen – Carpenter General Foreman

## **CPI CHAMPIONS IN TRAINING:**

- Jessica Joyce – Senior Manager
- Delmas Whittaker - Director



STATUS			
PROBLEM / IDEA	WHO (Point of Contact)	WHEN	% COMPLETE



Idea Board and Huddle







# Small Wins

## PROBLEM STATEMENT



Laborers and Plumbers had to walk to the main shop building to wash hands, do dishes, etc.

## OUR SOLUTION



Plumbers added a sink to the Laborer Shop and Plumbing Shop. Carpenters will be adding a countertop around the sink as well.

## BENEFITS

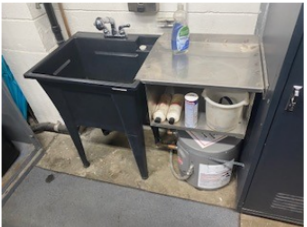


Crews are spending less time walking when a sink is needed.

## TEAM MEMBERS INVOLVED



A BIG shout out to Plumbers and Carpenters.



Plumbing shop



Laborer Shop

## PROBLEM STATEMENT



The workspace used by the Plumbers and Electricians at P69 in the tight reach office is unorganized and full of unneeded items. It is difficult to work efficiently.

## OUR SOLUTION



Remove items no longer needed. Organize what remained. Purchase organizing tools (coat rack, clock, pin board, chair, file organizer, phone charged, monitor storage stand).

## BENEFITS

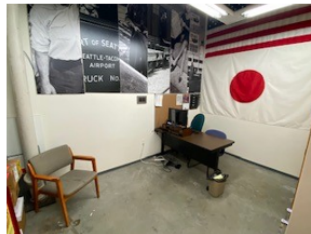


Area is more inviting and productive!

## TEAM MEMBERS INVOLVED



A BIG shout out to Plumbers (DJ) and Electricians (Hans)



## PROBLEM STATEMENT



Creation of fleet capital purchase project in Peoplesoft is time labor hour intensive costing ~8 hour of labor per department vehicles are purchased for each year. (16-24 labor hours total)

## OUR SOLUTION



- Onboarded team to Nexus application for fleet capital purchase project creation.
- Restructured project to make it easier to track onboarding labor and material costs.

## BENEFITS



- Reduced labor hours per project significantly, from ~24 minutes per Asset to ~12 minutes per Asset, 4-12 labor hour saving per year. (~\$150 to \$450 per year)
- Most of the approval process is automated. (Email Waste Removal)
- Clearer picture of project costs. (Undetermined future Savings via future Improvements)

## TEAM MEMBERS INVOLVED




Ian Tucker (Fleet), Levi Clark (Fleet), Tyler Cooley (Finance and Budget), Tin Nguyen (Waterfront Project Management), Lana Rendel (AV PMG), Tina Cruz (AV PMG)

# Next Steps - 2023

- More participation in use of Bug Me Board and bi-weekly huddles
- Engage in bigger projects
  - Work order process review – Maritime Division wide
  - Fuel Island Refresh
- Huddle at Marine Maintenance North Operations Office

# Success!



Increase in  
improvements  
and benefits to  
the Port

Increase in  
participation in  
Lean  
training/events

Increased Lean  
Specialist  
candidates



An aerial photograph of the Seattle waterfront. In the foreground, two large cruise ships are docked at a pier. A red cargo ship is in the water nearby. The city skyline is visible in the background, with numerous skyscrapers. The water is a deep blue, and the sky is clear.

# Connect with the Port of Seattle

# Thank You



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