

Continuous Process Improvement Briefing

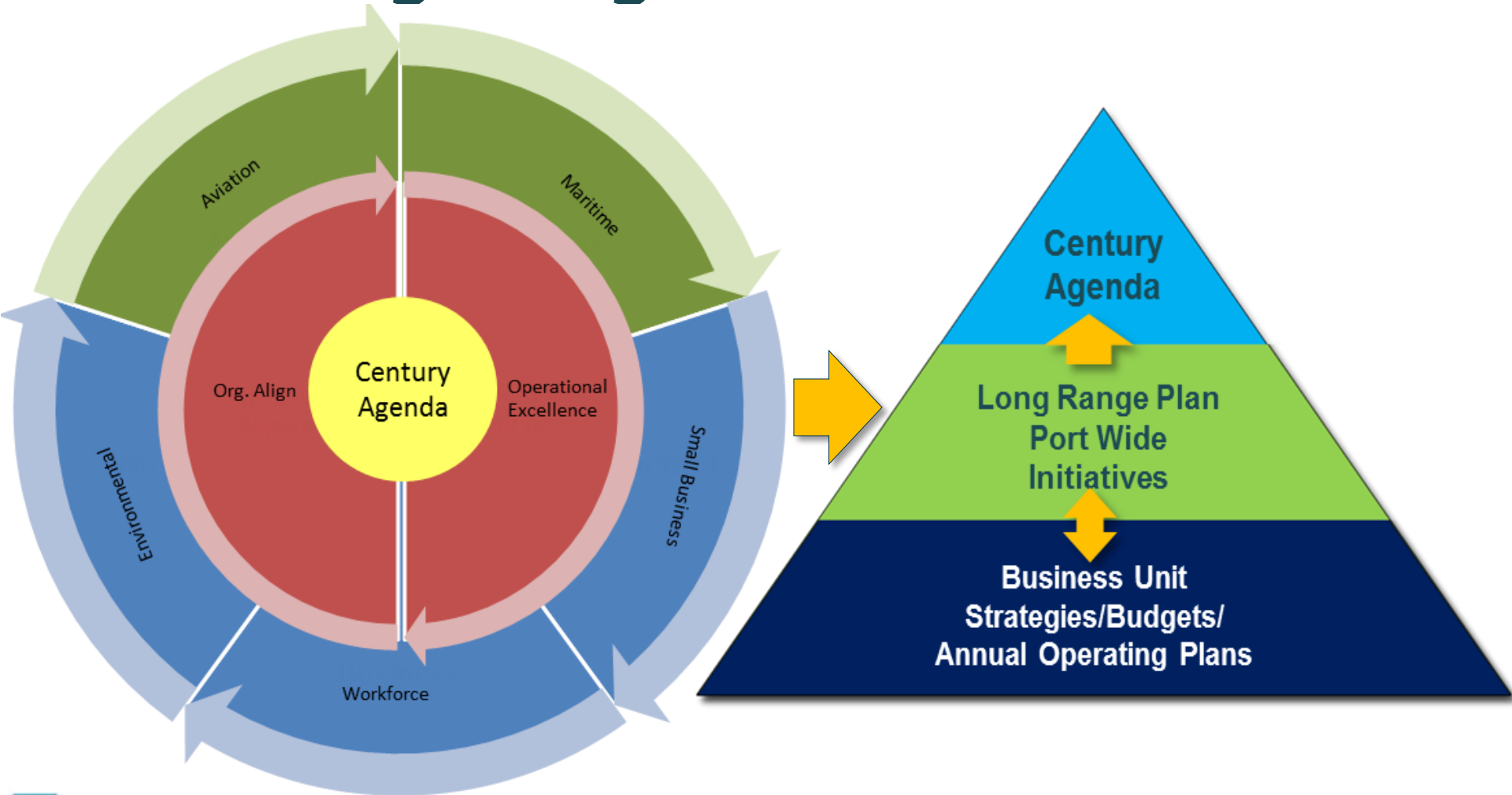
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Process Improvement Program Mgr.

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Process Improvement Program Mgr.

Long Range Plan Overview



Port wide collaborative process to develop a LRP that will operationalize the Century Agenda

Why Lean at the Port?

- Experiencing dramatic growth in all lines of business
- Lean creates the opportunities to streamline our work so we have more **capacity** to support this growth
- Drives Efficiency and Effectiveness to help drive Century Agenda goals freeing up:
 - Human Capital
 - Financial Capital

*Lean is an Enabler accelerating Century Agenda achievement
in an effective and efficient approach*

What is Lean?

- An operating and management system
 - Part of operations excellence
 - Based on the Toyota Production System
- Key aspects:
 - Respect for People
 - Remove Waste

*An improvement methodology that applies to manufacturing and service;
private and public*



Recent Successes

Airport Rental Car Shuttles

Focus on improved customer service:

- Previous: 12 to 18 minute wait time during peak hours
- Target: 5 minutes

Countermeasures:

- New standard pacing process
- Visual controls curbside: stanchions & signage
- Load and unload zones

Results

- Consistently hitting 5 min target across all shifts

**Testing reduction in cost:
60 day trial without curbside assist**



AV LSO RCF Video

AVM Safety Solutions Team

8-step Problem Solving: Occupational Injuries

Focus on Safety:

- Awareness and visibility of PROBLEMS
- Root causes and countermeasures
- Employee engagement
- Spirit and excitement
- Results!

Countermeasures:

- Hand scanners at the C60 failsafe
- Partnership with Delta and Alaska on bag hygiene
- Standardizing start of the work day with safety huddle and pertinent communication
- Occupational Fitness vendor

Safety Solution Team Update Port of Seattle

Goal Statement
Reduce the Occupational Injury Rate (OIR) of the Aviation Maintenance Department by 50%, from 12.1 to 6.05 by December 31, 2015 by reducing the frequency of sprains and strains by 75%. SST CREATED 3/5/15

Next steps

- Begin implementation planning for pilot programs
- Measure all current state baseline statistics
- Evaluate effectiveness of proposed solutions

Your Frontline Safety Solutions Team

-  **Eric Schaefer – GF Field Crew**
-  **Anthony Wesley – Electric Shop**
-  **Debra Eastburn – Paint Shop**
-  **Eric Topinka – Conveyor Shop**
-  **Nate Olafsen – Distribution Center**

Recognition Update:
The SST team is also reviewing recognition for the exceptional work of Aviation Maintenance this year. Stay tuned for a recognition event for all AVM employees in early November.

Updates from the five teams:
Remember you can always ask any team member or Manager for updates.

- AIRLINE PARTNERSHIP**
Partner with airlines on bag hygiene.
MILESTONE: The team has met with Delta, Alaska, and United to discuss the importance of proper bag placement. When bags are found out of standard, airlines are now contacted directly.
- TOOL BOX MEETING**
Communicate and prepare the workgroup for a safe and effective operation. Establish use of the Tool Box Template as a reminder of discussion topics - Emphasis on work related safety.
MILESTONE: Testing the effectiveness of the standard briefing with field crew and conveyor shop.
- ERGONOMIC DESIGN**
Identify and correct access issues in the bag well as well as any area process that inherently creates ergonomic challenges.
MILESTONE: Met with design liaison and craft employees to draft a fixed ladder engineering standard. Challenged Optimization design team to engineer fail-safe location with ergonomics in mind.
- OCCUPATIONAL FITNESS**
Prepare the workforce for the workday using stretch and flex.
MILESTONE: Purchasing meeting is scheduled for Monday, October 20th. Project implementation goal is first quarter 2016.
- TASK SPECIFIC TRAINING**
Develop a consistent relevant curriculum for common, repetitive, work assignments in challenging environments.
MILESTONE: Team to perform site visits and observations with four Conveyor Shop employees at the end of October.

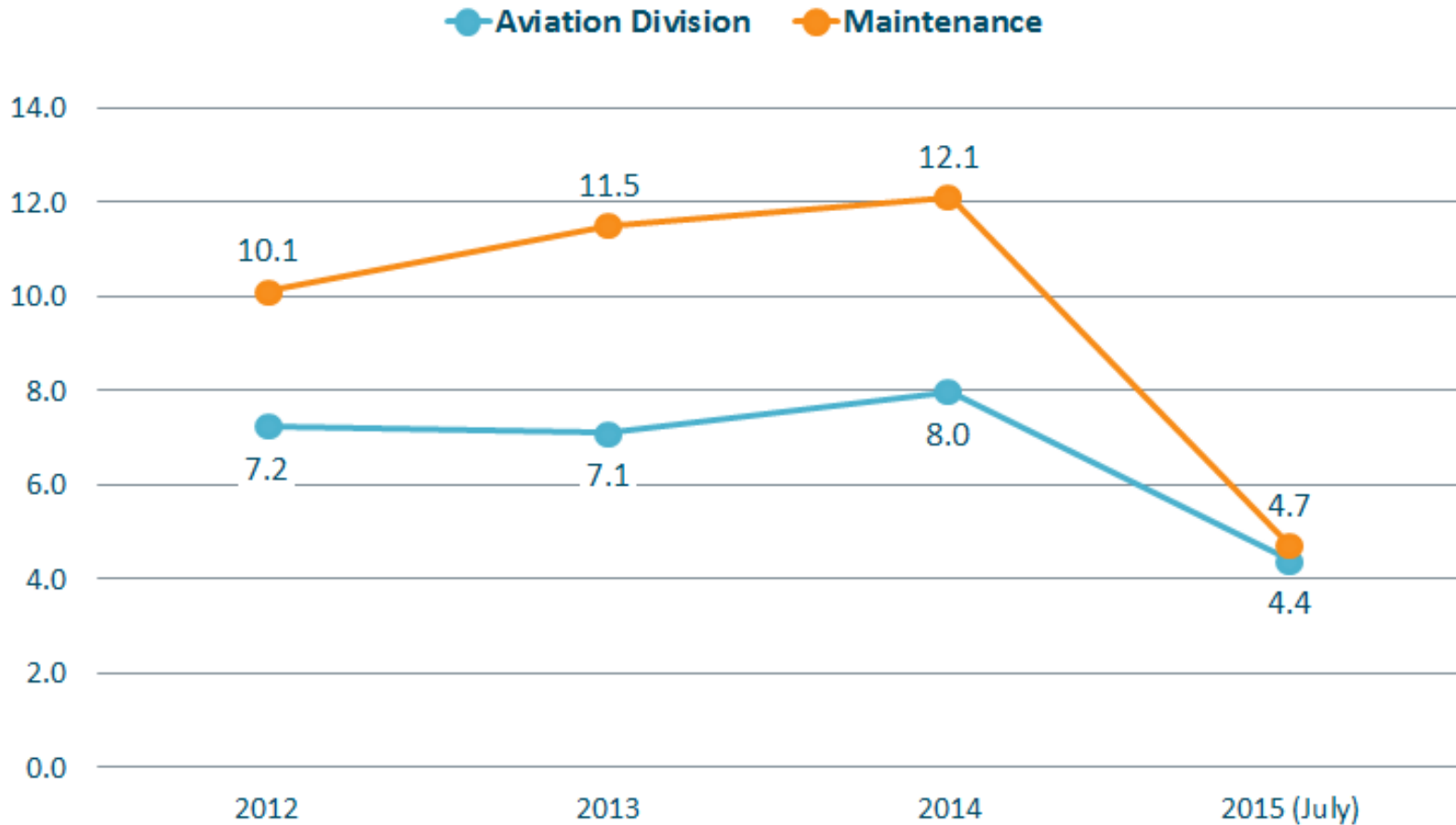
SST TEAM - Benny Astin, Lusia Bangs, Debra Eastburn, Teri Grossenord, Wes Henke, Juan Martel, Manetta Moses, Nate Olafsen, Tiffany Olson, Ryan Pecenovski, Kim Ramers, Eric Schaefer, Eric Topinka, Anthony Wesley, Jim Witzman

Sustain it/ Own it/ Empower All/ Lead the Way/ Everyone Accountable continuous process improvement

Sustain the improvements

When AVM succeeds the Aviation Division Succeeds

Reduction in OIR (OSHA Injury Rate)



Employee engagement

A photograph of an airport tarmac. In the foreground, a white mobile staircase vehicle is positioned. The vehicle has the Delta logo and the word "DELTA" printed on its side. A large, grey mobile staircase is being lowered from the vehicle. In the background, a Delta Airlines aircraft is visible, with its tail fin and part of the fuselage showing. The sky is overcast.

Focus in 2016

AVM Systems and Assets

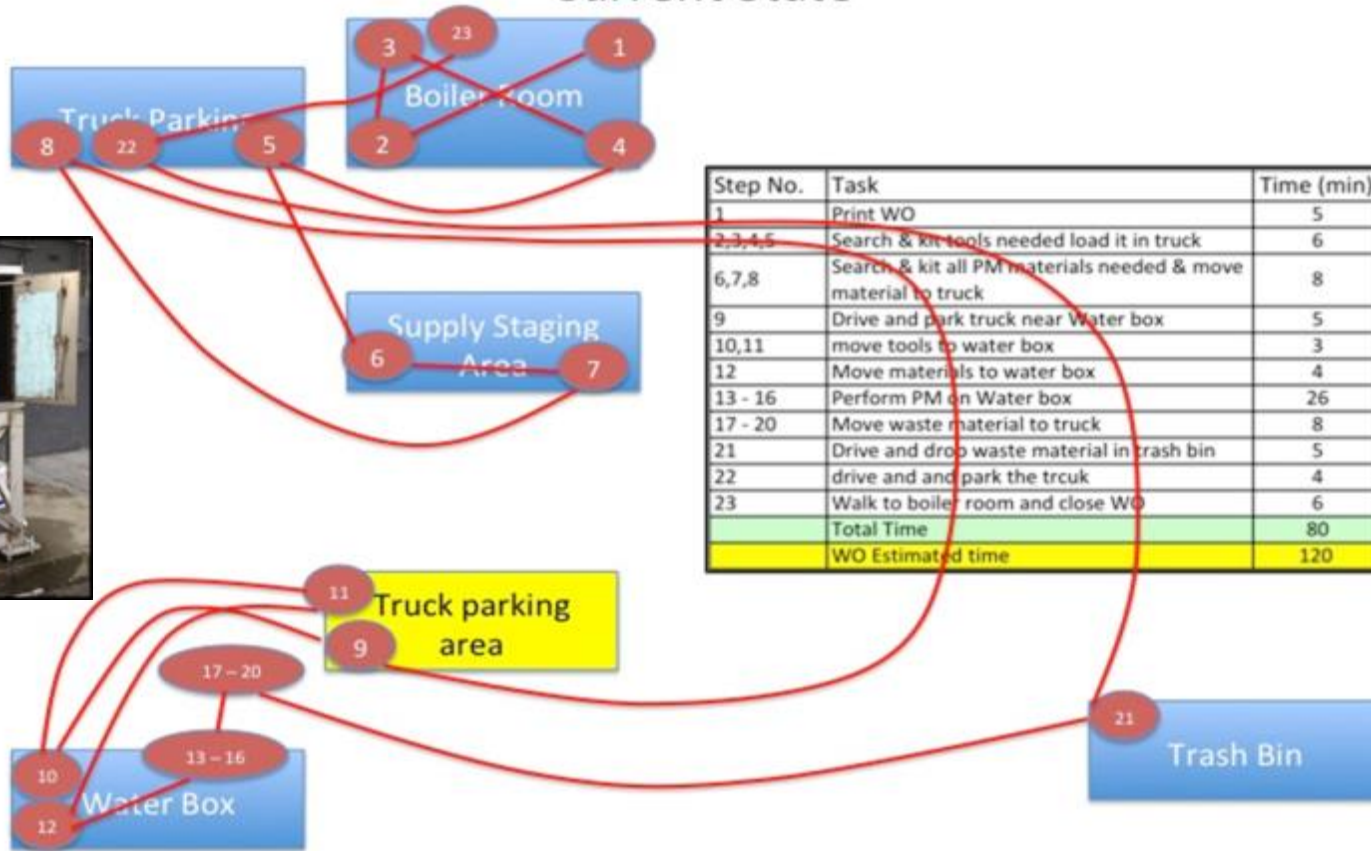
Example: Passenger Loading Bridge and Potable Water Box



Free up maintenance personnel for other tasks

AVM Transportation and Worksite Organization: Annual Potable Water Box PM Inspection

Current State



Step No.	Task	Time (min)
1	Print WO	5
2,3,4,5	Search & kit tools needed load it in truck	6
6,7,8	Search & kit all PM materials needed & move material to truck	8
9	Drive and park truck near Water box	5
10,11	move tools to water box	3
12	Move materials to water box	4
13 - 16	Perform PM on Water box	26
17 - 20	Move waste material to truck	8
21	Drive and drop waste material in trash bin	5
22	drive and and park the trucuk	4
23	Walk to boiler room and close WO	6
Total Time		80
WO Estimated time		120

Reduce the wastes of transportation and motion

Focus in 2016

Aviation Maintenance

- Create a “model area”
 - Largest department (360 employees)
 - Maintain more than 30,000 assets
 - 10,000 PM inspections
- A “systems” approach i.e., restrooms, baggage, gates
- Lean Champion Training for 75 employees
- Target: 10% capacity gain

AV Capital Project Value Stream

- Starting with the Design Review process
- Reduce change order costs downstream
- Value stream transformation

Improve Quality, Cost, Delivery, Safety, Morale and Create Capacity

A large, modern indoor atrium with a high ceiling, glass walls, and many people sitting at tables. The space is bright and open, with a grid-like ceiling structure and large windows on the right side. People are seated at various tables, some with umbrellas, suggesting a dining or social area. The overall atmosphere is clean and contemporary.

Thank you!
Questions?