

ITEM NO. 7a Attach
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From: Yoshitani, Tay
Sent: Thursday, August 02, 2012 9:38 AM
To: zzz-POS-Portwide
Subject: Continuous Process Improvement at the Port

In today's volatile and competitive global economy, we must find innovative and efficient ways to meet our customers' needs. One strategy we have taken is to implement a Continuous Process Improvement program. I have introduced you to this work through conversations at Employee Forums, and have shared some early success stories. This program is very important to me and I am excited about the opportunities this presents for our organization.

[Our CPI program](#) is based on a time-tested methodology called "Lean." Several Pacific Northwest organizations have implemented Lean successfully, including Boeing, Alaska Air Group, Virginia Mason, and King County.

Lean is really about looking carefully at our processes and eliminating waste wherever possible. When our productivity flows more efficiently, we can focus on other things that really add value for our customers. In Lean, small changes can make big differences. Lean aligns with our core values for stewarding resources and the environment, and maintaining a high-performance workplace. In addition, Lean uses process measurement techniques and tools to drive improvement and track progress which will support our organizational focus on metrics.

The next step in implementing our CPI program is to help teams, divisions and our whole organization put Lean methods into practice. We will do this by creating special facilitators within each division who will be able to lead CPI events. This is a unique professional development opportunity. Volunteers who go through a selection process will be trained and designated as "Lean Specialists."

Wes Henrie, CPI Program Manager, will be hosting information sessions so that you can learn more about CPI and Lean and about what it would mean to be a Lean Specialist. Look for a future email from HRD launching the Lean Specialist selection process.

Efficiencies and time savings created by CPI events will allow us to concentrate on work that has the potential to improve and expand our capabilities and customer satisfaction, and make us a stronger organization. I look forward to working with each and every one of you as we embark on this momentous journey.

Tay