

To continually examine our processes to provide greater value to our customers without waste.

The Lean Line

SERVICE DEPARTMENT SPACE REORGANIZATION

The Service Department was one of the first “office” Lean events we’ve done and if you had a chance to view it during the Open House or on subsequent visits to the office, you’ll see a big difference. Our Service Team Manager tracked his steps both prior to and after the changes and determined over a 3-month period, he’ll save an average of 60,400 steps. Team members who thought noise, privacy, or limited space may be concerns have proof now that the change did not create or increase problems for them. As one Service Salesman stated, “You get used to doing everything differently, and you don’t miss the extra space, old files, and stuff you don’t need.” Overall, the Service Team is happy with their results.

In order to avoid disruption as much as possible in the office and Service Dispatch area, we first held a few “mini-events”, scheduled for an afternoon here and there. These mini-events included:

Filing Event = Old files were tossed away and all the bids pending, active jobs, and jobs completed were reorganized and filed in a standard set-up that the team decided on. Now everyone in Service uses the same file arrangement and each person can find their own, or others’ files if needed, within 30 seconds or less. Some important details like building surveys were pulled from old files; the unneeded documents were discarded but the material they really need is now easily accessible in a separate file.

O&M Event = The O&M Manuals were sorted, labeled, and indexed so anyone in the office can easily find the manual they need. It is also simple to spot when a manual has been removed from the shelf.

Personal Space 5S = With some Lean facilitators’ help, each individual went through their personal work space and sorted, straightened, swept, scheduled, and now sustain the new organization they work in every day.

These mini-events led up to the major space reorganization which took place over the weekend of Nov 11 – 14. On Friday, Nov 11, the whole Service Team packed away their belongings and completed demolition of the cubicles. We pre-planned where the cubicle parts and belongings would be temporarily stored throughout the office building, and labeled the items & sizes. That way, the professional crew that came in Saturday to reconstruct the cubicles in their new configuration could easily identify what went where. Service Dispatch kept running on Demo Day and at one point, was moved to a single 4x4 table commandeered from the lunchroom. Sunday and Monday morning were used to set computers and personal items back into place. To conserve money and provide a consistent look & wear-pattern, we’ll wait to replace the area’s carpet until the rest of the office is re-carpeted in another year or two. The objectives to reorganizing the space were fulfilled with saving steps, providing better team communication, and creating more space with potential for future growth.

Following are photos of the Event...

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Service Dept Space Reorganization Photo Album:

