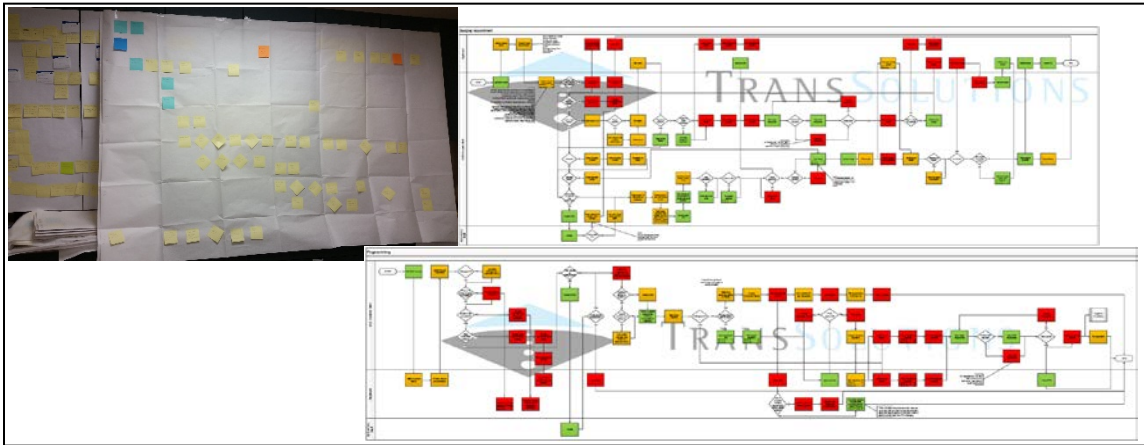




Los Angeles World Airport (LAWA) Security Credentialing Section Process Assessment



Client Name: LAWA
Date Started: November 2016

Date Completed: Ongoing

The Los Angeles International Airport (LAX) Security Credentialing Section (SCS) processes more than 52,000 security badge requests each year. With the demand for security badges at LAX increasing, turn-around times, customer satisfaction, and employee morale had suffered. In order to achieve its mission to provide uncompromising security credentialing services and serve all LAWA stakeholders with the highest degree of quality, the SCS needs a more streamlined process which improves customer service and efficiency, while always maintaining integrity. In November 2016, TransSolutions was retained to complete an assessment of the SCS processes, through the creation of Value Stream Maps (VSMs) to identify gaps and bottlenecks in the current process.

The study started with a review of relevant documents to identify the processes to be studied. Additionally, a stakeholder assessment study was conducted to identify and document the expectations of internal and external stakeholders. With the help of SCS staff, TransSolutions then developed a step-by-step map of the processes that identified the flow of the process, materials/data, information, and people. Moreover, TransSolutions performed time studies of each process step which can be associated with the time. The collected data through time studies and the developed process map were used to develop a simplified computer simulation to estimate the staffing requirement to fulfill the demand.

After completing VSM, with the help of employees, each step was classified into three categories of value:

- Value added (VA) – These are the things the customer wants, and the process step moves the material closer toward what the customer wants;
- Non-value added, but required (NVA-BR) – These are steps in the process that are not important to the customer, but might be required by natural or human laws;
- Non-value added (NVA) – These steps are a waste in the process.

Subsequently, the assessment identified and prioritized process improvement projects to plan the transformation from the current state to the future state. All findings, recommendations, and the prioritized list of projects TransSolutions recommended LAX implement in order to achieve quality, schedule, and cost improvements in the SCS were summarized in the final report.