



Lean Process Study of Oakland International Airport (OAK) Facilities Management Department

Client Name: Oakland International Airport (OAK)

Date Started: February 2013

Date Completed: April 2013

TransSolutions was retained by Oakland International Airport (OAK) to complete a workflow analysis of the Facilities Management Department to identify opportunities to reduce costs through:

- Identification of mission-critical work required to be completed by the Facilities Management Department through the use of process mapping.
- Evaluation of current work process flows, including utilization of automated systems for the major elements of Facilities Management Department work products to identify opportunities, called Lean projects, for removing waste from business processes and saving time and labor.

The TransSolutions' team started the Lean work process study by meeting with appropriate OAK leadership and Facilities Management staff to identify and document:

- Key objectives of the Facilities Management Department
- Facilities Management Department's internal and external customers
- Mission-critical work elements for which the Facilities Management Department is responsible
- Performance metrics and perceived opportunities for improvement.

Based on the interviews, TransSolutions developed and validated process maps of the current Facilities Management Department's work flow. The process maps helped identify how the work orders are processed, the differences among supervisors in assigning, prioritizing, and tracking work orders, and whether the right people are doing the work. Multiple recommendations were developed and reviewed with the Facilities Management Department, and a forward plan for completion of the Facilities Management Lean Workflow Study was prepared.

The major recommendation included improving the department's Computerized Maintenance Management System (CMMS) to better serve the AF department's mission, developing a call center to standardize the way work requests are received, providing feedback on commencing and completing the work, and following a standard procedure to process work orders and use the CMMS system to access, update, and complete each individual work order as the maintenance work is performed.