

Diagnostic Questions: Has the company applied process mapping and industrial engineering concepts to reengineer its administrative and support processes?
 Have the company's office environments established a vital system of team-based improvement activities?
 Are the 5S's and visual control systems applied as rigorously in the office as on the shop floor?
 Do office workgroups strive continuously to eliminate waste by reducing the space, time, and number of steps, signatures, and interdepartmental handoffs required for routine tasks and processes?

Level 1 Plan	Level 2 Pilot	Level 3 Deploy	Level 4 Integrate	Level 5 Excel
<ul style="list-style-type: none"> ▪ Administration and support services operate independently from value-delivery processes ▪ All employees work in separate offices and cubicles, "silos" of process and information ▪ Big gap perceived between "white-" and "blue-collar" work ▪ Administrative processes can be time-consuming, error-prone, inflexible, redundant, wasteful ▪ The form of information produced suits its producers better than its intended customers ▪ Control mechanisms aim to produce adherence to procedures rather than to improve procedure results 	<ul style="list-style-type: none"> ▪ Pilot projects in selected areas to create information production lines by streamlining and reorganizing processes ▪ Initiatives in all areas to eliminate unnecessary items, reorganize and control what remains (5S) ▪ Systematic measurement and analysis of administrative losses in purchasing, subcontracting, administrative work, distribution, and inventory ▪ Increased awareness of need to reduce administrative and support cycle times ▪ Increased awareness in administration and support services of their supporting roles in production and equipment management 	<ul style="list-style-type: none"> ▪ Redesign in all major administrative and support areas using process mapping, ECRS*, and industrial engineering concepts ▪ Innovative, people-serving uses of space ▪ Space-saving, economical, shared information storage (public files, libraries, tools) ▪ Workplace organization (5S) implemented in all major administrative and support areas ▪ Administrative losses visibly reduced ▪ Regular management audits ▪ *ECRS = Eliminate, Combine, Rearrange, Simplify 	<ul style="list-style-type: none"> ▪ Continuous improvement redesign of administrative and support areas centers on preparing for and installing appropriate automation ▪ Workplace organization efforts focus on standardization and refinement of controls ▪ 50% reduction of steps in administrative and support process 	<ul style="list-style-type: none"> ▪ New streamlined processes are visually controlled and easy to follow ▪ 67% reduction of administrative and support process steps ▪ Workplace organization efforts focus on achieving universal awareness and individual adherence