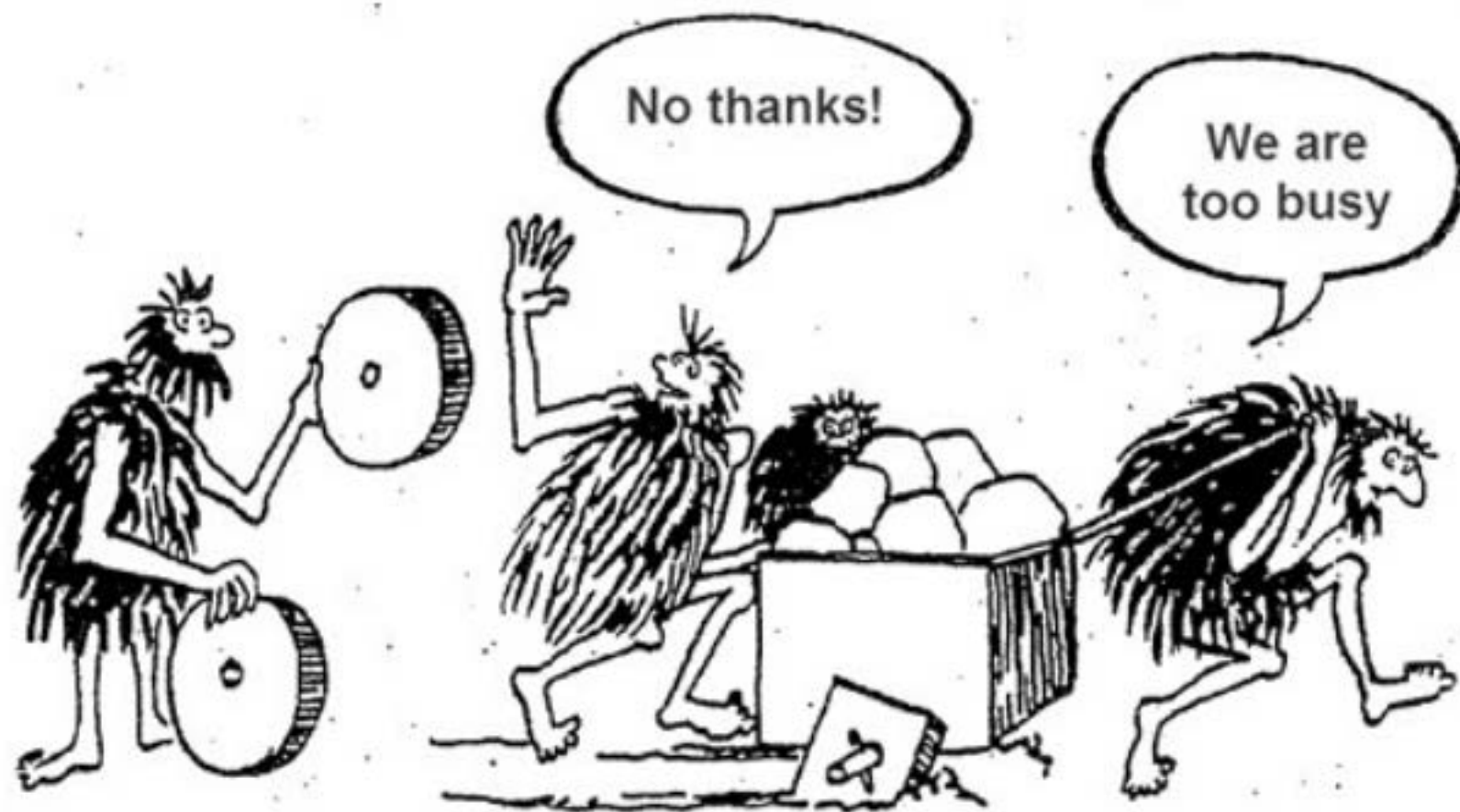


Moving Toward a Lean Culture

Presented to the Metropolitan Water Pollution Abatement Advisory Committee – April 22, 2015



Lean Culture

To Live Our Principles



- **Customers** Matter to Us
- We Are **Aligned** Around Common Purpose
- We Can Always Do **Better**
- We Have **Respect** For All People



To Achieve Desired Outcomes

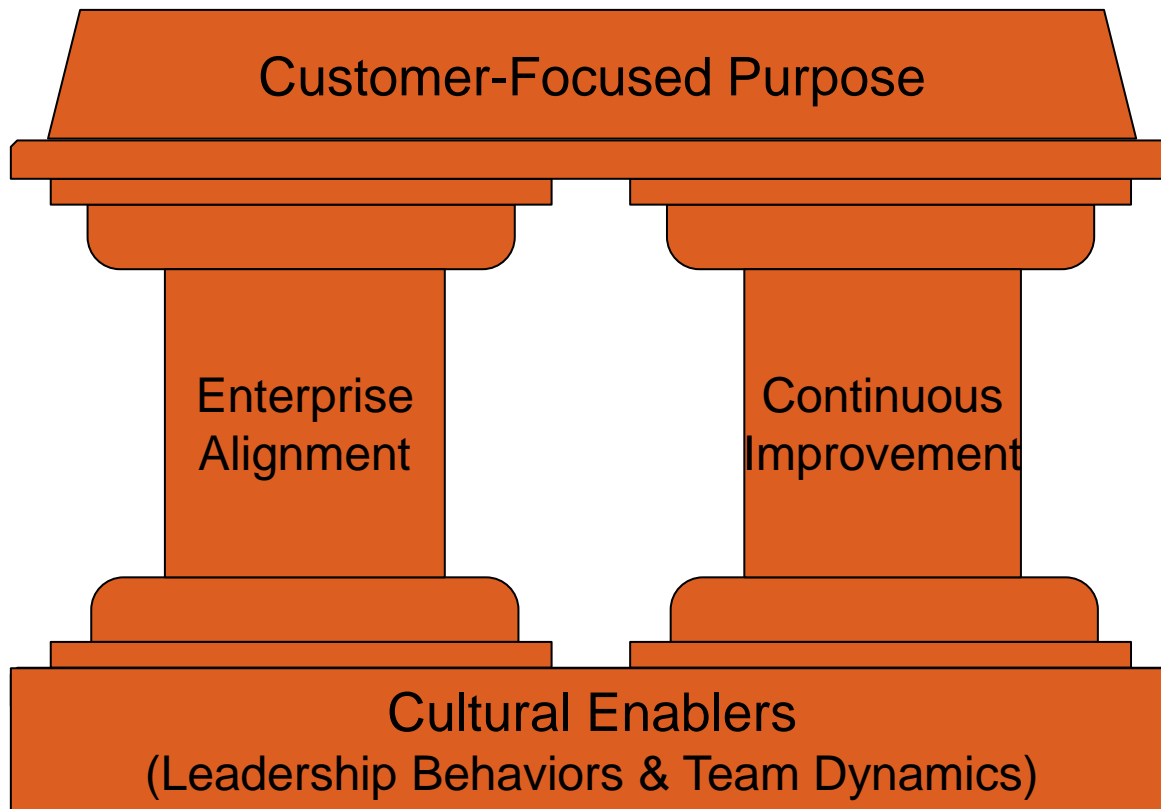
- Engaged Employees
- Delighted Customers
- Satisfied Stakeholders



Attributes of a Lean Organization

- ▶ Understands customer value
- ▶ Focuses its key processes to continuously increase customer value
- ▶ Optimizing processes to eliminate waste
- ▶ Continuous Improvement

The Four Dimensions of Lean Culture

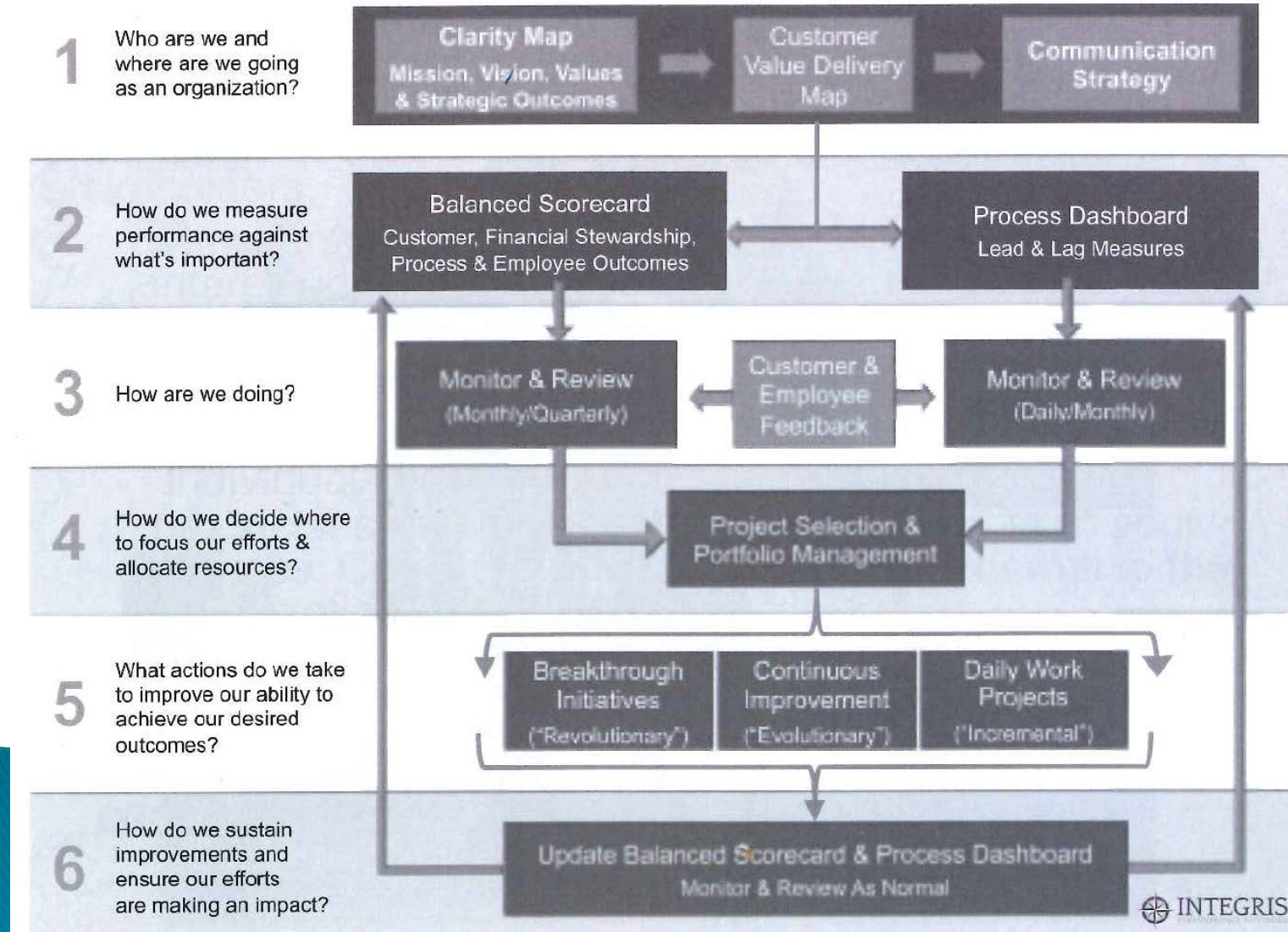


Each Dimension
Supports the Others,
and is Built Upon the
Others.

Real and Sustained
Lean Culture
Requires An
Integrated Approach
Across All Four
Dimensions

Enterprise Alignment Dimension: *things*

The Six Critical Questions Every Organization Should Answer



Clarity Map

7

Vision

What we
aspire to
be?

Mission

Why do we
exist?

Values

What values
do we live
by?

What are the
“visionary,”
3-5 year goals
for the
organization?

Top Financial Measures

Top Customer Measures

Top Process Measures

Top Learning & Growth
Measures

WTD MISSION

We protect public health and enhance the environment by collecting and treating wastewater while recycling valuable resources for the Puget Sound region

WTD CORE VALUES

◆ **Innovation:** We foster a creative environment where employees openly and enthusiastically search for new ways to improve our work.

◆ **Safety:**

We protect ourselves and others before all other priorities. Safety is a virtue to be instilled in each of us.

◆ **Spirit of Service:** We reliably and equitably deliver exceptional products and services to our customers and communities all day, every day.

◆ **Empowered Teams:** We respect, trust, collaborate, and communicate openly - embracing problems and conflict as opportunities to create solutions.

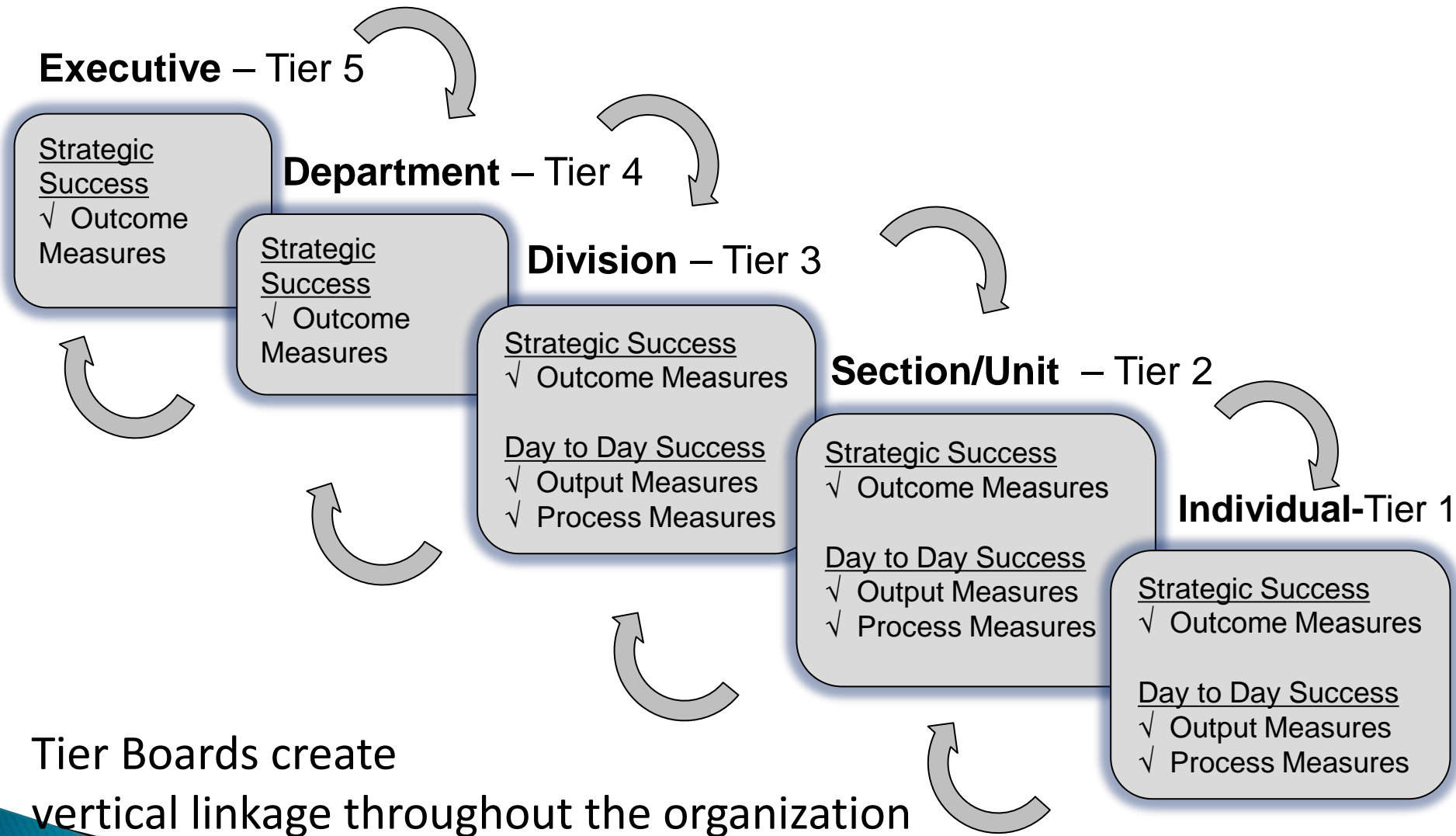
◆ **Communication:** We listen to and share with each other timely, accurate and clear information to ensure effective performance of our work.

◆ **Cultivate Mastery:** We provide opportunities and encourage each other to reach our highest level of performance within an inclusive, positive, fun work environment

◆ **Financial Accountability:**

We are responsible stewards of public dollars.

Tier Boards





Environmental & Community Services Section Dashboard

Number of Inquiries & Average Response Time

Quarter 1, 2015





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