Progressive *Lessons Learned* - A Continuous Improvement Process

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Why we do it
Why we do it
Why we do it
Presentation Outline

• King County Solid Waste Division
• Factoria Recycling and Transfer Station Project
  • Key Lessons Learned
    ✓ Operations Perspective
    ✓ Project Management Perspective
• From Lessons Learned to Knowledge Transfer
• Incorporating Lessons into Future Projects
Solid Waste Division Service Area

- 8 Transfer stations
- Cedar Hills Regional Landfill
- 2 Drop Boxes
Factoria Recycling & Transfer Station

Key Lessons from old station

• Layout – inefficient
• Processing Equipment
  • Stationary compactors vs pre-load compactors
• Priority Services
  • Limited space
  • Recycling vs HHW
Factoria Transfer Station

Factoria Transfer Station
March 15, 2015
Modern Era Transfer Stations

Bow Lake & Shoreline Transfer Station
• Constructed 2012 & 2008
• Entrance
• Separation of SWD and customer traffic
• Traffic control system
• Yard Waste/Wood waste processing
Modern Era – Bow Lake Transfer Station
What we learned: operations

- Separation of operations and customers
- Traffic management
- Processing floor
- Methodology for engagement needs improvement
New Factoria Recycling & Transfer Station
Factoria *Lessons Learned*

- Design – flat floor
- Traffic flow
- Machine control
- Owner representation
Lessons Learned Challenges

• Gathering end-users feedback
• Lessons reside with individuals
• Loss of institutional knowledge
Think, Pair, Share

How do you capture your organization’s institutional knowledge?
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Lessons Learned: *project management*

- Requirements collection - *employee engagement*
- Performance-based specifications - *quality control*
- Risk management - *proactive*
- Communications
Collect requirements

• Understanding stakeholders requirements
• Incorporating owner’s requirements
• Delivering the right product
Performance-Based Specifications
Risk Management

• Uncertainties – failed factory test
  • Lesson learned - inspector at the factory

• Unknown delivery schedule
  • Lesson learned – allow sufficient time
Communications

“The problem with communication is the illusion that it has been accomplished” – George Bernard Shaw

“What you do speaks so loud that I cannot hear what you say” – Ralph Waldo Emerson
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From Lessons Learned to Knowledge Transfer processes

- Apply
- Capture
- Analyze
- Store
- Retrieve
- Contextualize
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Processes for Incorporating Lessons 1 of 3

• Employee Engagement
  • Multi-tier meetings
  • Feedback loops
  • Technical staff integration
Processes for Incorporating Lessons  2 of 3

• Develop Performance-Based Specifications
  • Major equipment
  • Facilities

• Building Information Model

• Supervisory Control And Data Acquisition
Processes for Incorporating Lessons  3 of 3

• Communications
  • On-site SWD site engineer
  • Continuous focus on relationships
Call to Action!

• Never stop learning
• Apply new lessons
• Evaluate the outcome
• Share the results
• Improve continuously
Thank You!