

# Producing More With Less: A Case Study

Dramatic Improvements  
Customer Focused  
Empowerment  
Responsive  
Execution  
TQL/TQM  
Team  
Efficient  
Contribution  
Market Driven  
Result Oriented  
Concurrent Engineering

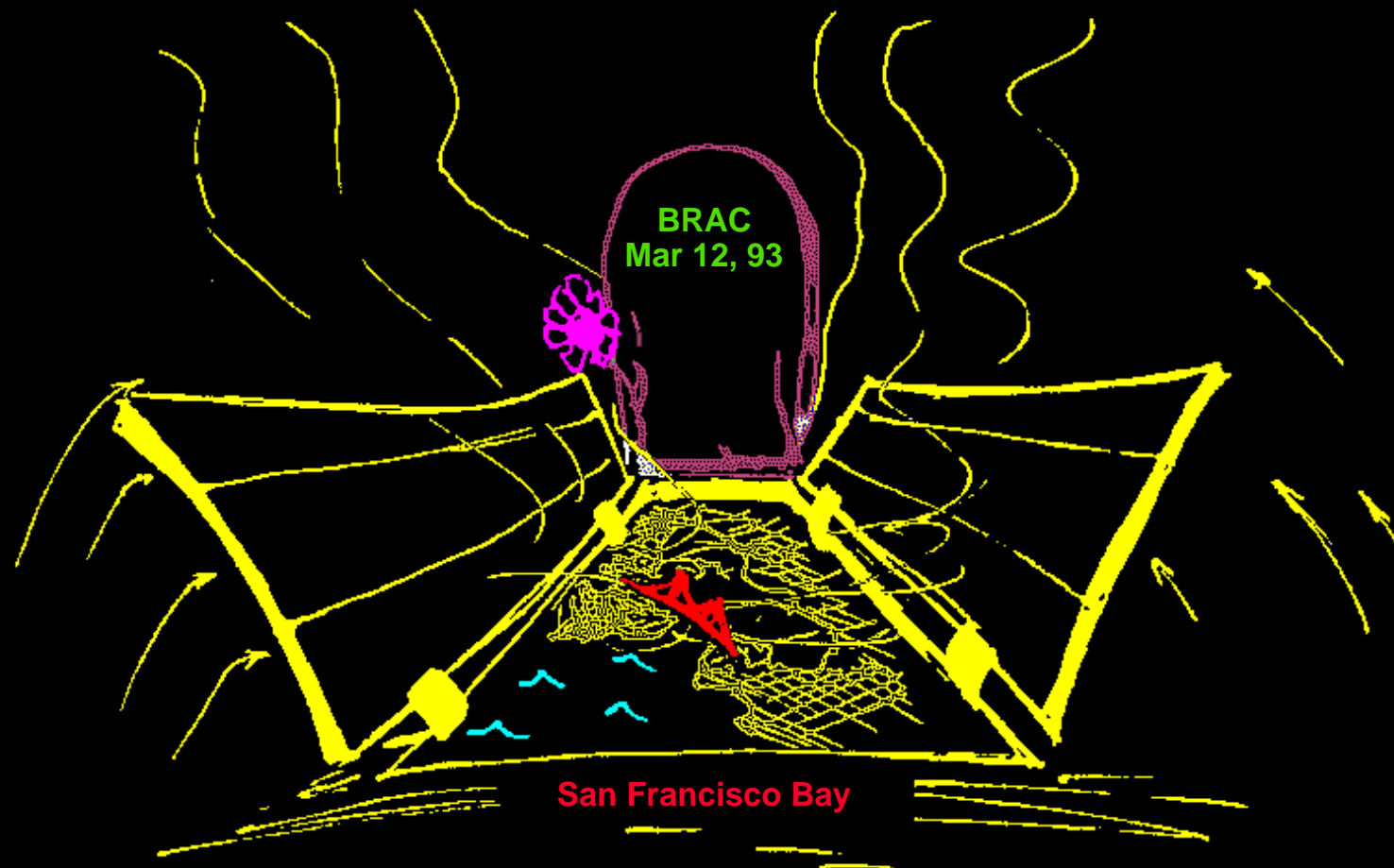


- Centralized/Decentralized
- Reengineering
- Performance
- Break-even
- Synergistic
- Adaptive
- Flexible
- Innovative
- Competitive
- Value-Added
- Rule Breaking
- Information Technology

Engineering Group

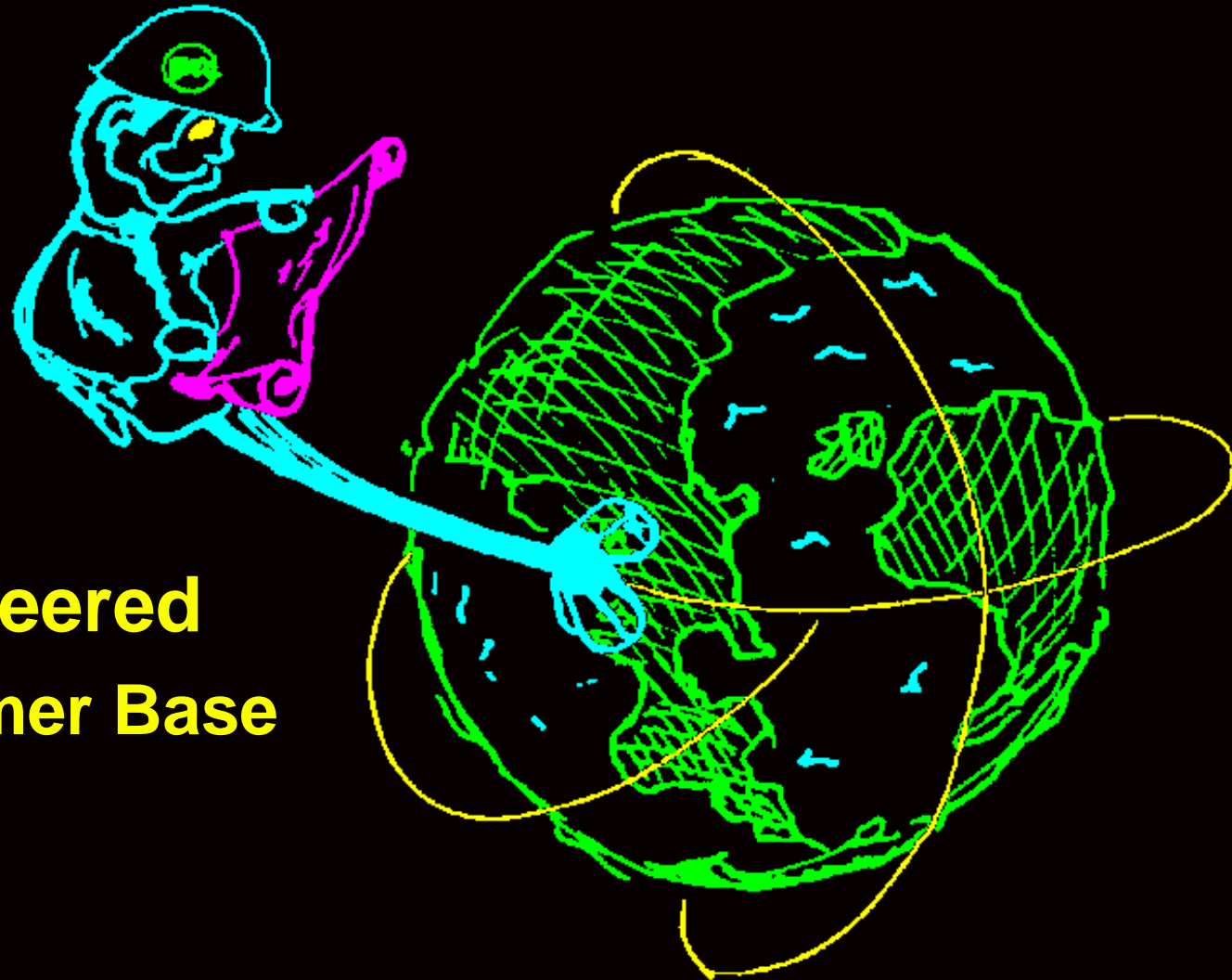
# What Happened ?

Engineering Design Workload Evaporated

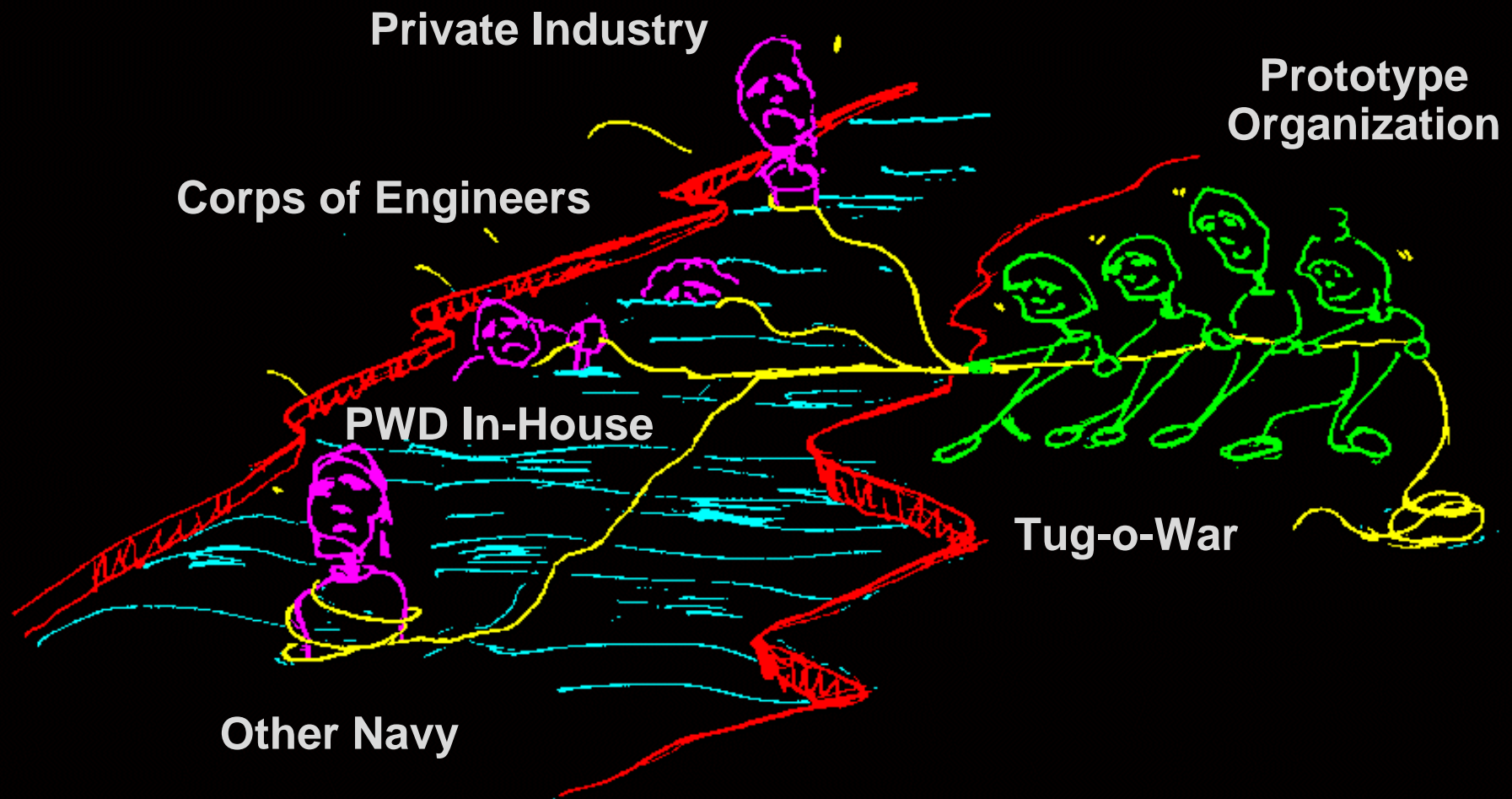


# The World is Our Territory

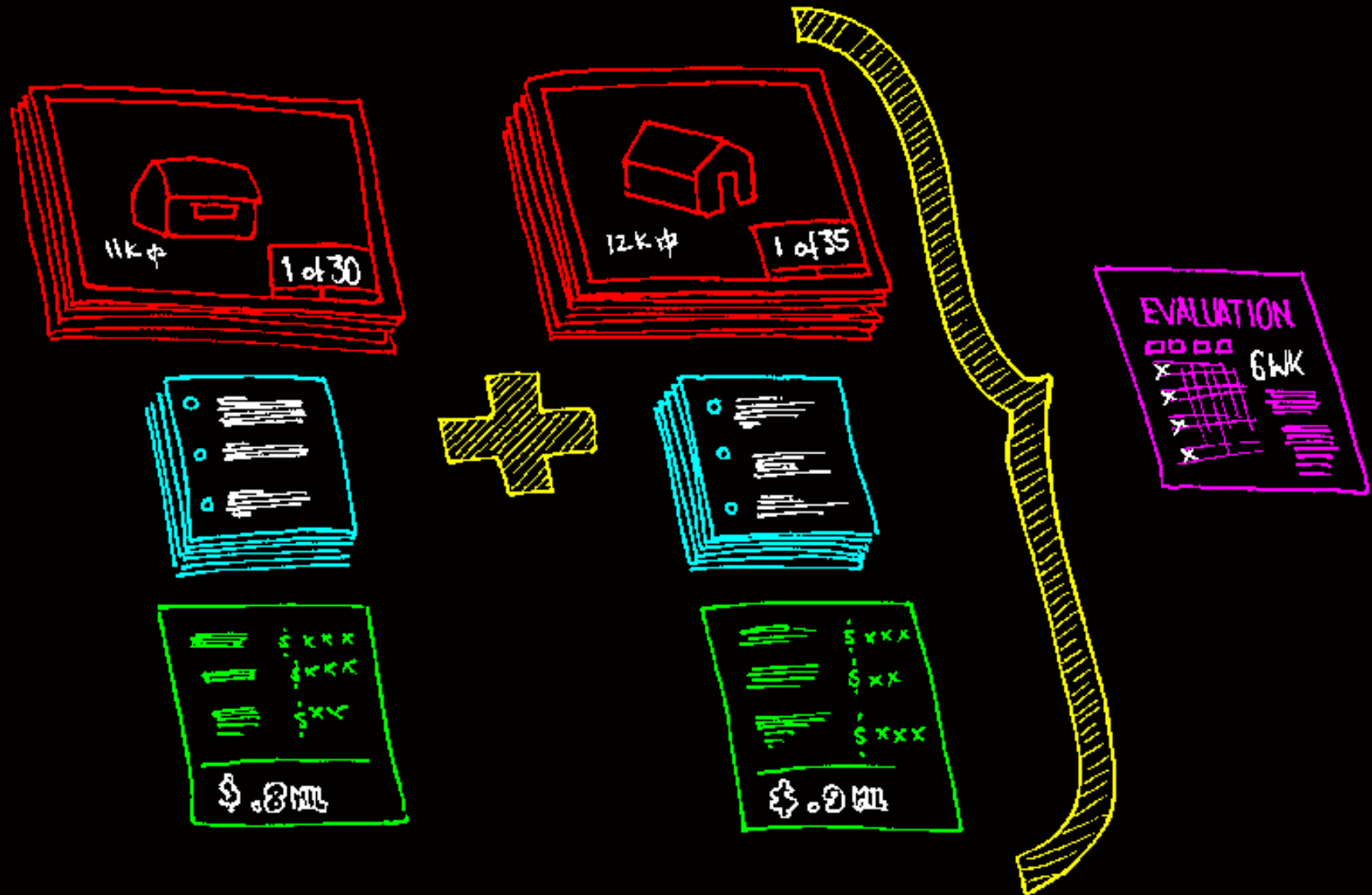
**Reengineered  
Customer Base**



# Business Competition



# Fast In-House Execution

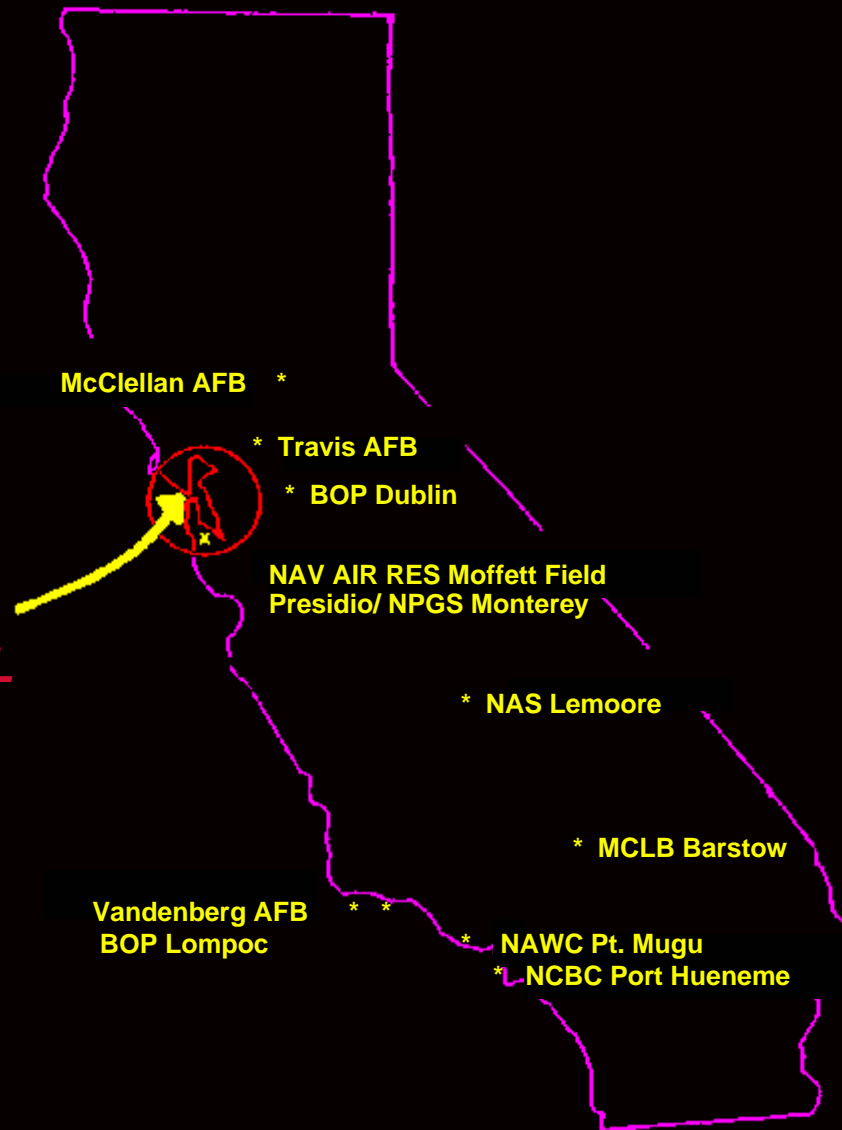


# New Customers

## Outside California:

Puget Sound NSY, WA  
NUWC Keyport, WA  
NAVHOSP Keyport, WA  
NAS Fallon, NV  
MCAS YUMA, AZ  
PWC Norfolk, VA  
PWC Det. Philadelphia

**CHARTERED/TRADITIONAL  
CUSTOMERS  
(10% Work Load)**



# Results After One Year

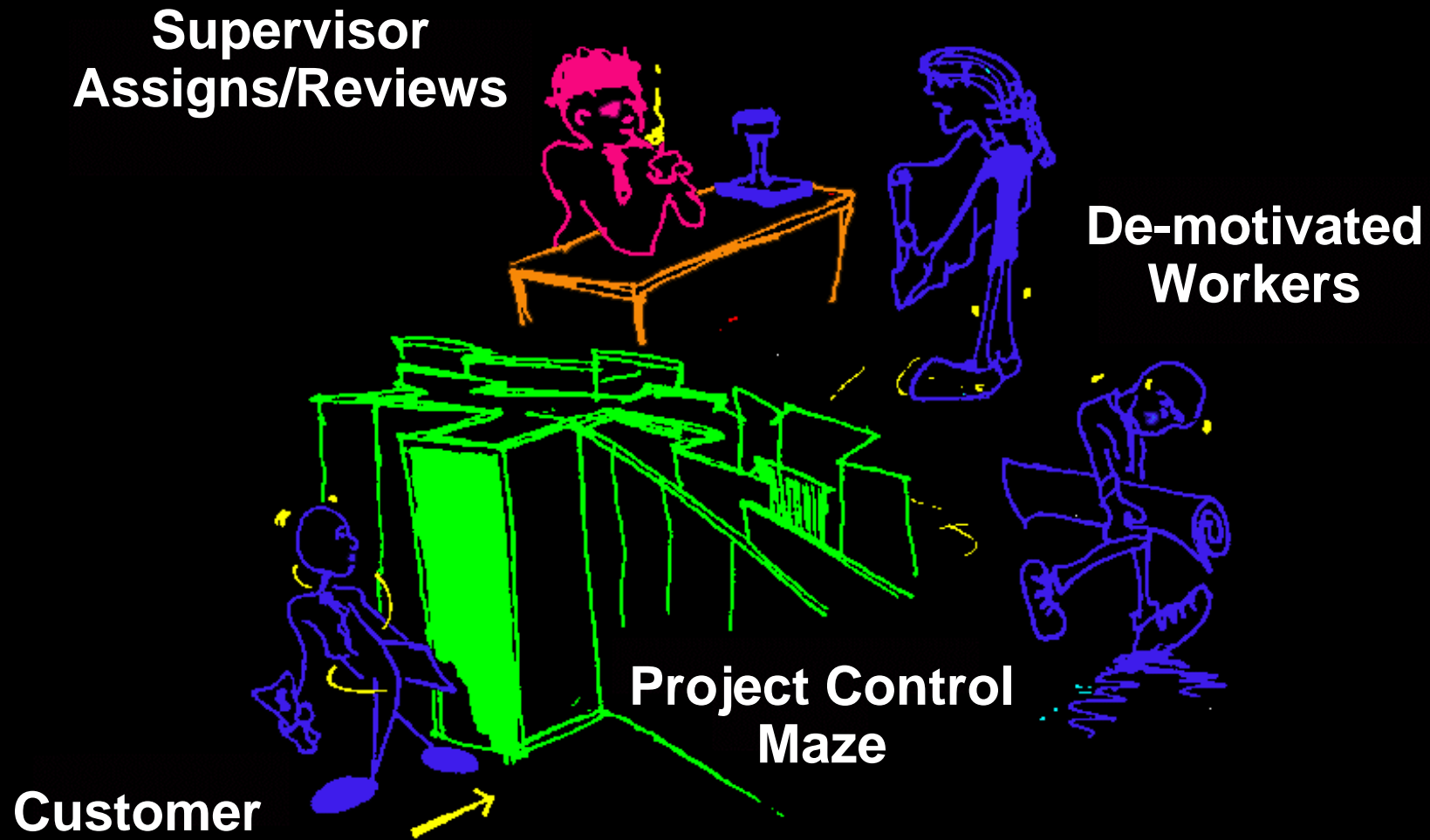
- Highest work volume
- Highest productivity
- Self-sustaining
- High morale

***“Customers Come to Us  
Because of Our Excellence”***

Tides + Climate



# Traditional Workflow



# Reengineered Leadership Process

- **Empowerment**
  - responsibilities to the lowest level
  - supervisors to lead, motivate, coach, mediate & support
- **Volunteerism**
  - all are “general engineers”
  - be the best one can be
- **Accountability**
  - everybody depends on everybody
  - increase individual competency

# Project Managers

## PROJECT MGRS      CUSTOMER/PROJECT TYPES

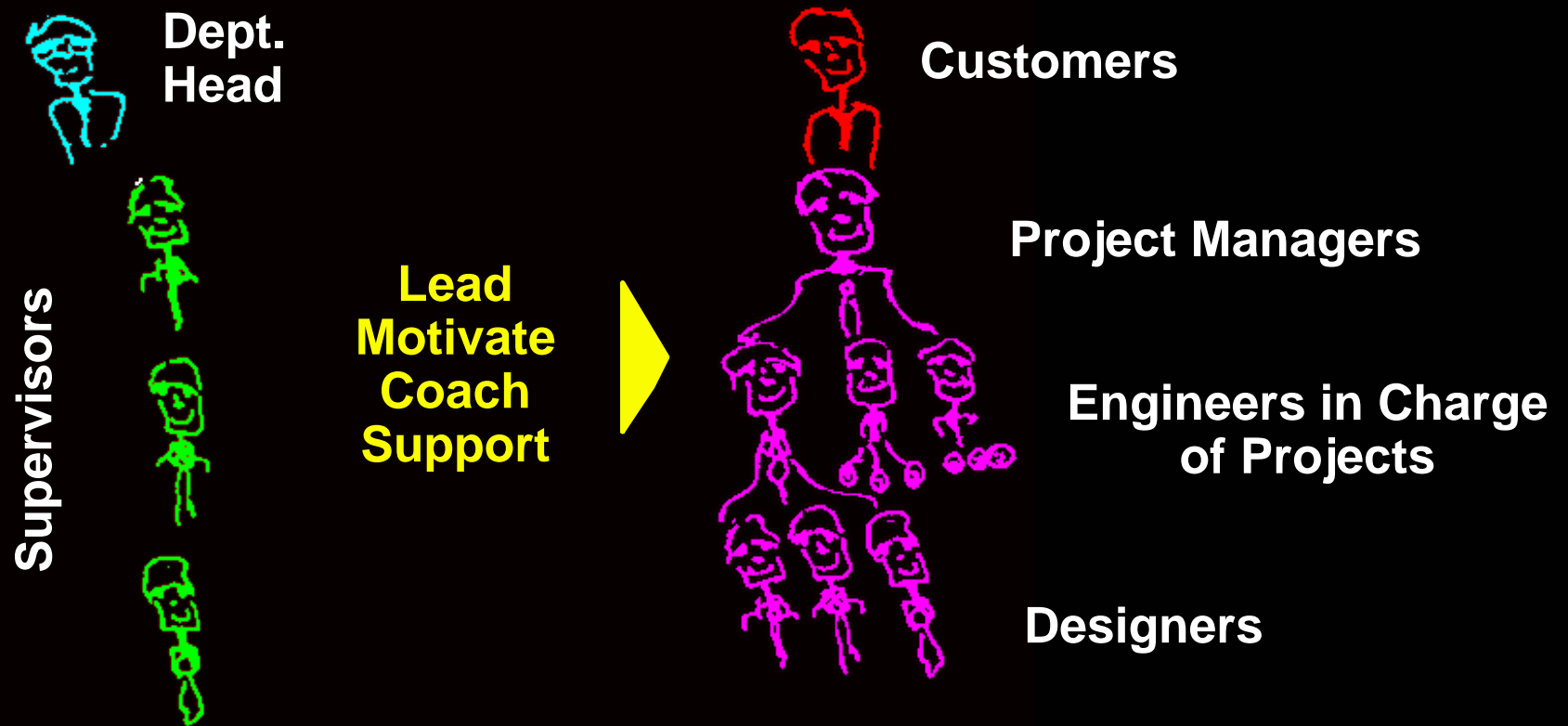
<b>Victor Austria</b>	<b>Nellis AFB, NV</b>
<b>Philip Azcuna</b>	<b>MINSY WESTDIV (Facilities) Hamilton (Non-HSG) USCG</b>
<b>Bill Gin</b>	<b>Treasure Island Oakland Army Base NAS Fallon, NV</b>
<b>Ted Jeong</b>	<b>Travis AFB</b>
<b>Kathy Johnescu</b>	<b>McClellan AFB NAVWEAPSTA Concord NADEP HUD</b>
<b>Chris Lee</b>	<b>GGNRA NAVCOMSTA Stockton NAS Alameda Port Hueneme NCBC</b>

<b>Al Lum</b>	<b>FISC (Formerly NSCO) NAS Lemoore</b>
<b>Larry Miloslavsky</b>	<b>Monterey PG School Army Reserve</b>
<b>Tom Moreno</b>	<b>Point Molate Moffett Field NAVHOSP Oakland Onizuka AFB DRMS</b>
<b>Ben Pease</b>	<b>MCAS Yuma, AZ</b>
<b>Jose Reyes</b>	<b>PWCSFB Housing WESTDIV (BRAC Proj) Planning Projects</b>
<b>Ed Wong</b>	<b>Vandenberg AFB Pt. Mugu NAWC</b>
<b>Ben Perez Ken Wu</b>	<b>Lead/Asbestos Proj Environmental Proj NAS Whidbey Island</b>

# “Matrix” Operation

		PT. MUGU						TRAVIS AFB						NAS LEMOORE					
		PROJECT A	B	C	D	E		PROJECT A	B	C	D	E		PROJECT A	B	C	D	E	
Code 410																			
				D															
											D								
Code 421				D															
	ED WONG			PM							PM EIC				PM EIC D				
Code 422																			
				EIC															
											D								

# Accountability



**Top-to-Bottom Accountability**

# Voluntary Project Team



# Three Fixes

# Customer's Paper Work

## Concentrate on Project Execution

# Fixed: Scope, Price & Time

# Plans

# Spec

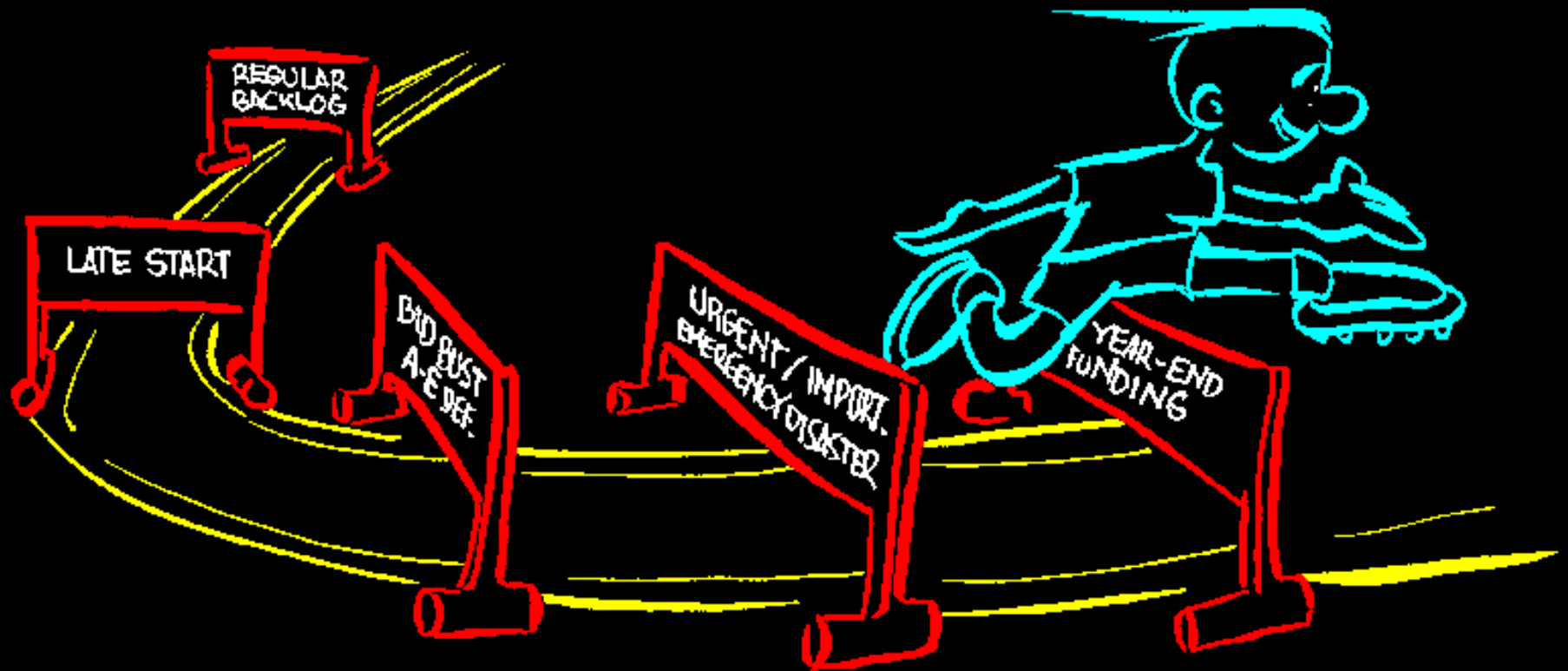
## Cost

# Committed & Be Accountable To "3-FIX Philosophy"

John	John White	Jesse Korman
Marie Long	Bobasai	
Mr. James Korman	Bruce Pollock	
William	Bill Carter	
David	Jim	
William	W. Lee & P. Korman	
William	What's Up?	
William	Harvey Korman	
William	Thomas M. Moore	
William	Larry's Mikolajczyk	
William	William	
William	William	
William	William	
William	William	



# In-House Design to Solve Customers' Problems

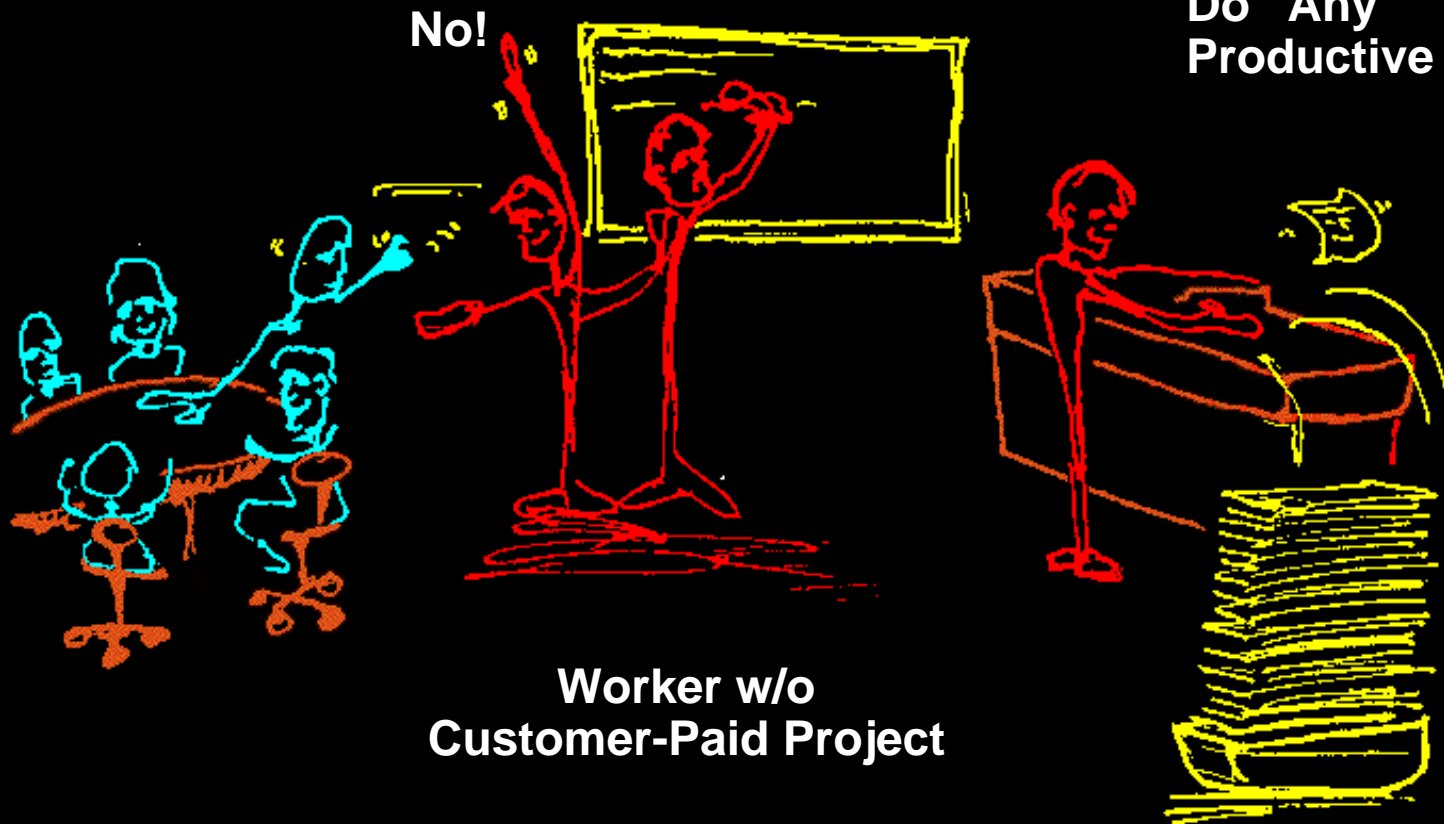


**Executing  
The Customer's Work  
Is  
Our Top Priority !!**

# Healthy Internal Competition

Name Appears on  
White Board

Do “Any”  
Productive Work



# Volunteer Task Coordinators

## TECHNICAL

**Asphalt:**

**Construction Details :**

**Cost Estimating :**

**Interior Design:**

**Landscape:**

**Roofing:**

**Seismic:**

**Alex Villacorta**

**Tom Moreno**

**Philip Azcuna**

**Connie Vega**

**Janet Tai**

**Ted Jeong**

**Ted Brock**

## ADMINISTRATIVE

**Awards :**

**Copier Repair:**

**Earthquake Preparedness :**

**Office Automation/Windows :**

**Publication/Subscription:**

**Safety/Security:**

**Social Events :**

**Ralph Salumbides**

**Ben Pease**

**Bill Gin**

**Marie Fong**

**Jane Ropiak**

**Tom Moreno**

**Willy Borje**

**Lolita Cuevas**

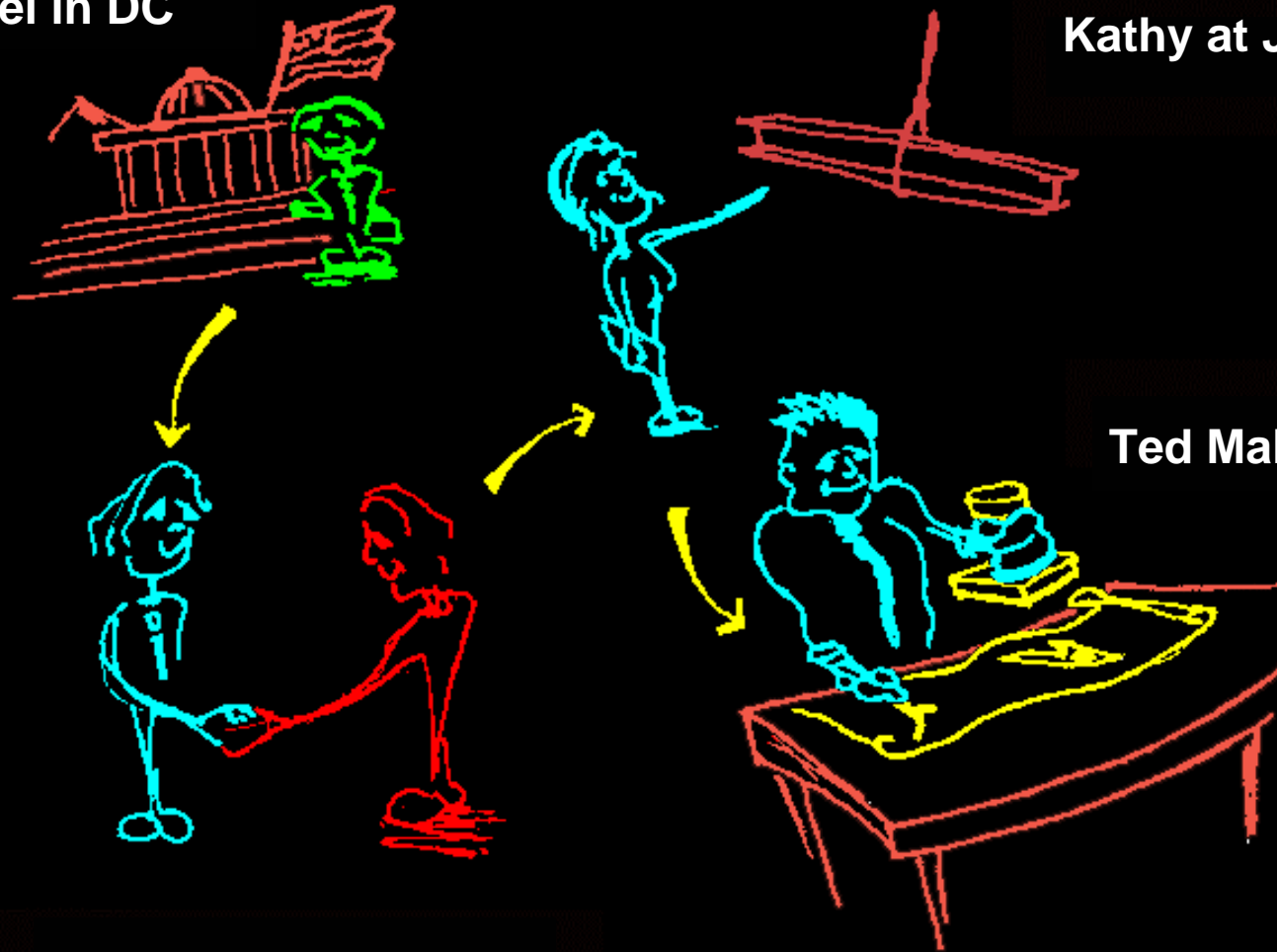
# “Non-Stop” Line of Succession

Group Director  
Travel in DC

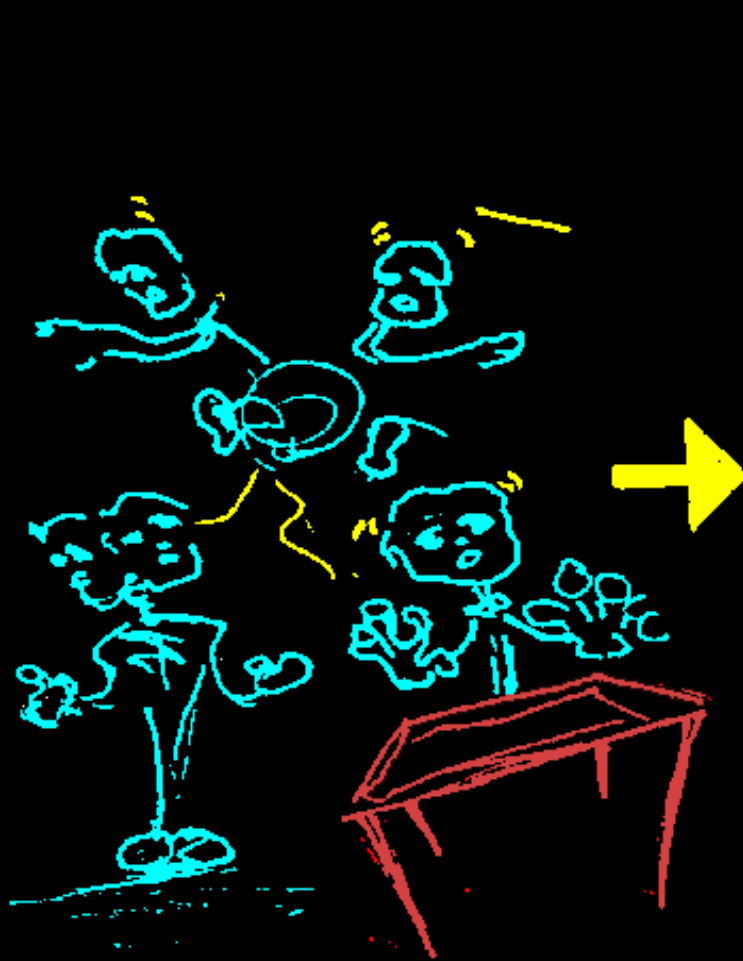
Kathy at Job Site

Ted Make Decision

Ralph w/ Customer



# Reengineered Mentality



**Working Hard (Presumed)**



**CAD  
Network  
Digital Photo**

**Working Smart (Pursued)**

# Reengineered Organization

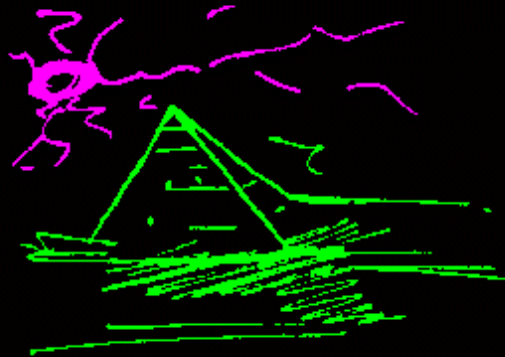


**Cut Layers of Mgmt.  
& Overhead**

**Entrepreneurial &  
Self-Sustaining**

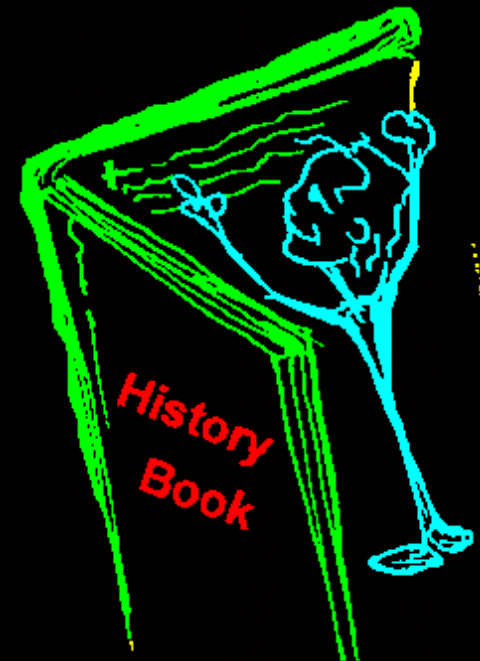
# Noble Goal

**The Big Bang!**



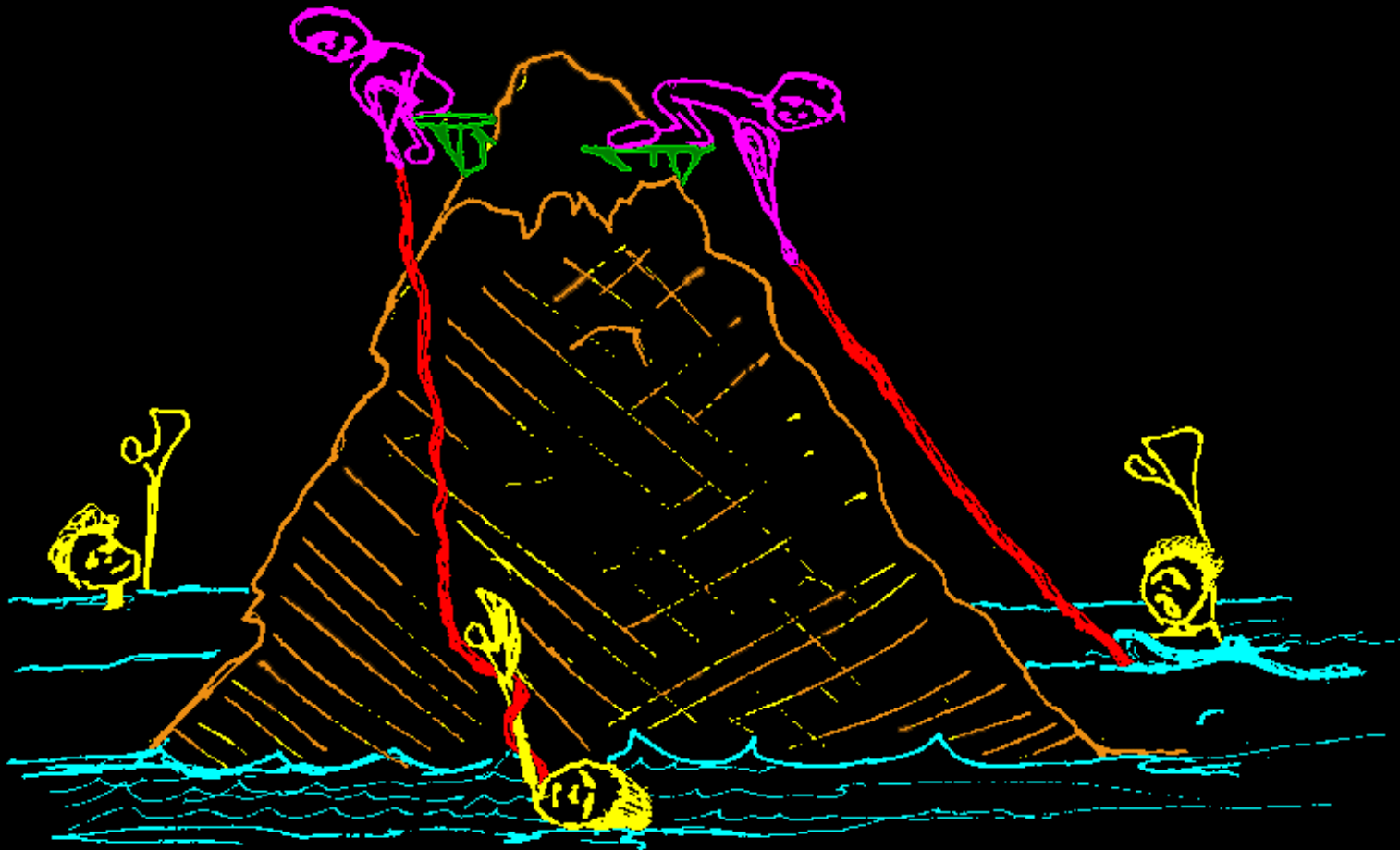
**1994**

**Best In-House  
Eng. Design  
in Navy**





# Re-Inventing Government Prototype

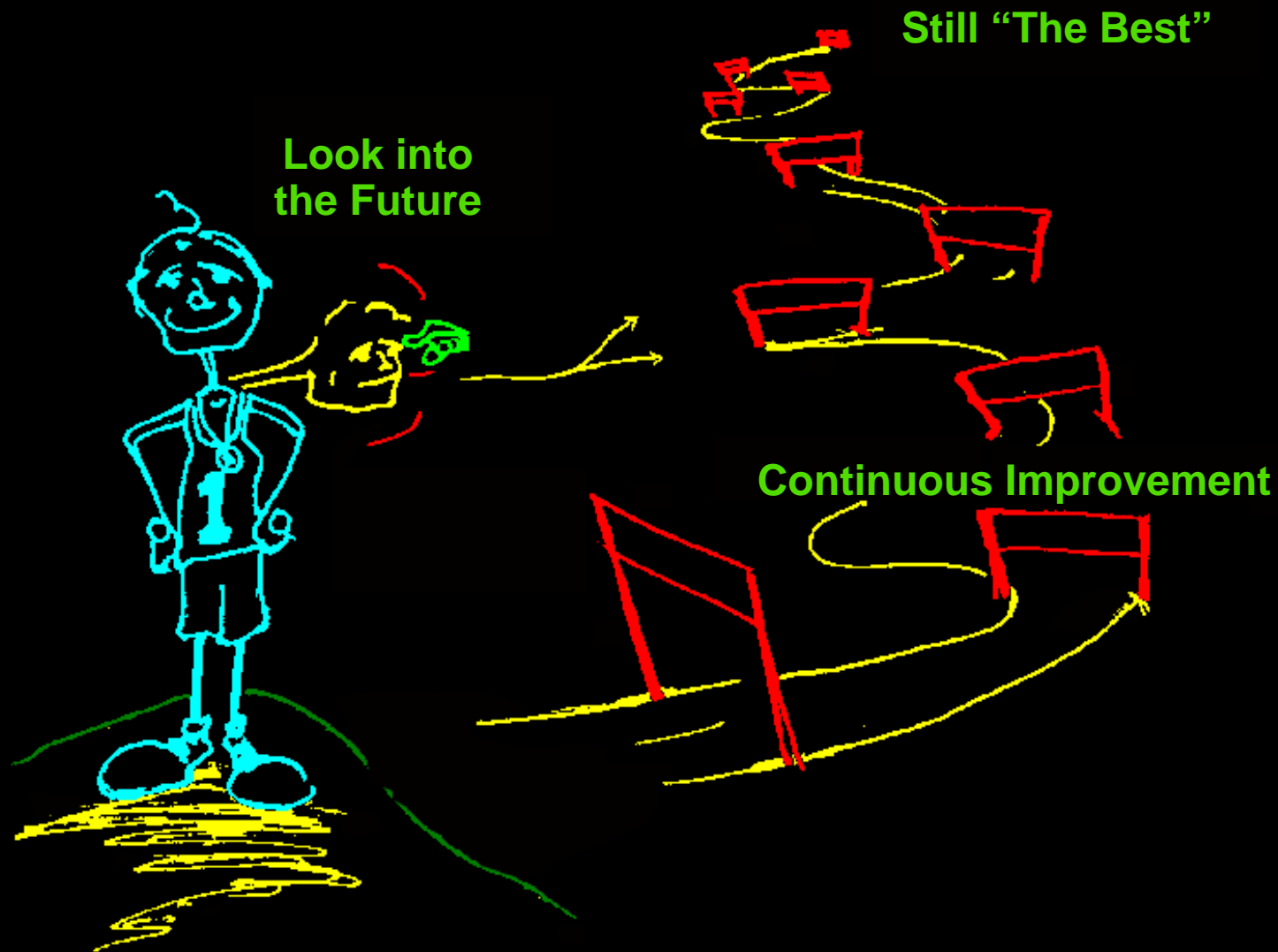


Other Federal Government

# Upbeat Engineering Group



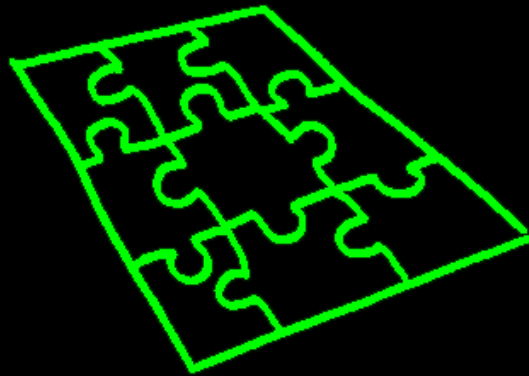
# Continuous Challenge



**Next .....**

**Reengineer  
the Workflow Process**

# Information Sharing



COMPLETE

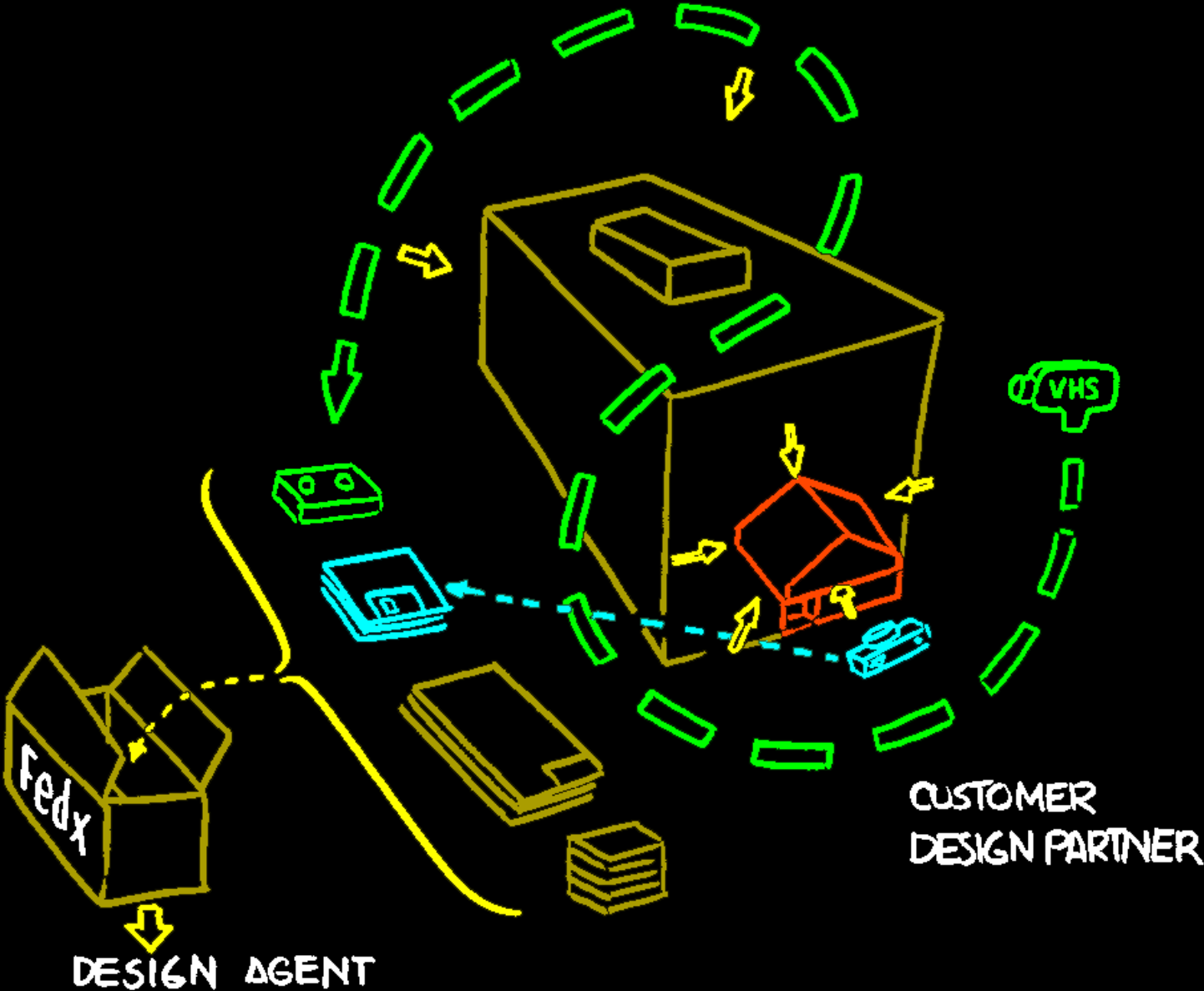


OPEN

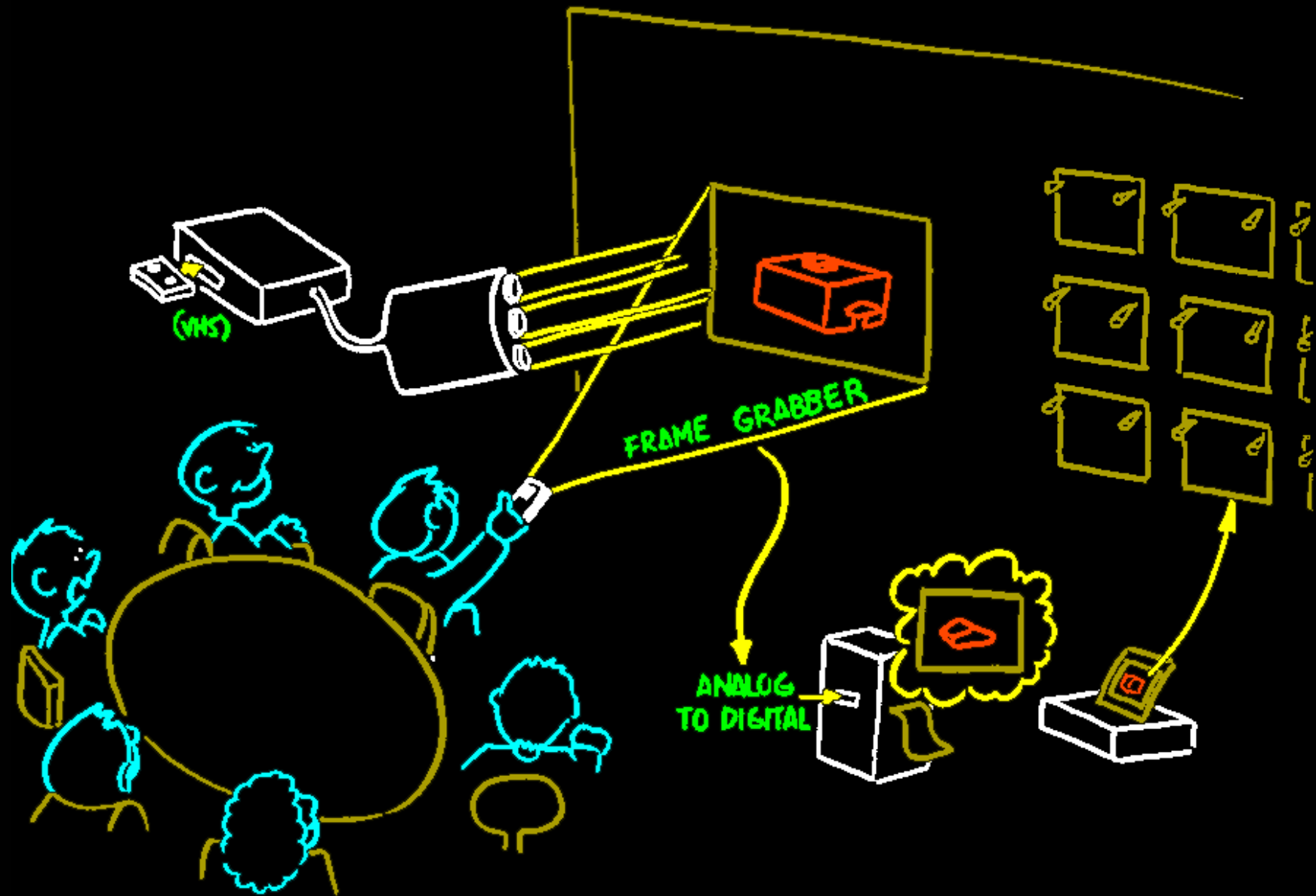


INSTANTANEOUS

## Remote Eyes & Ears



# Remote Design: Multimedia Room

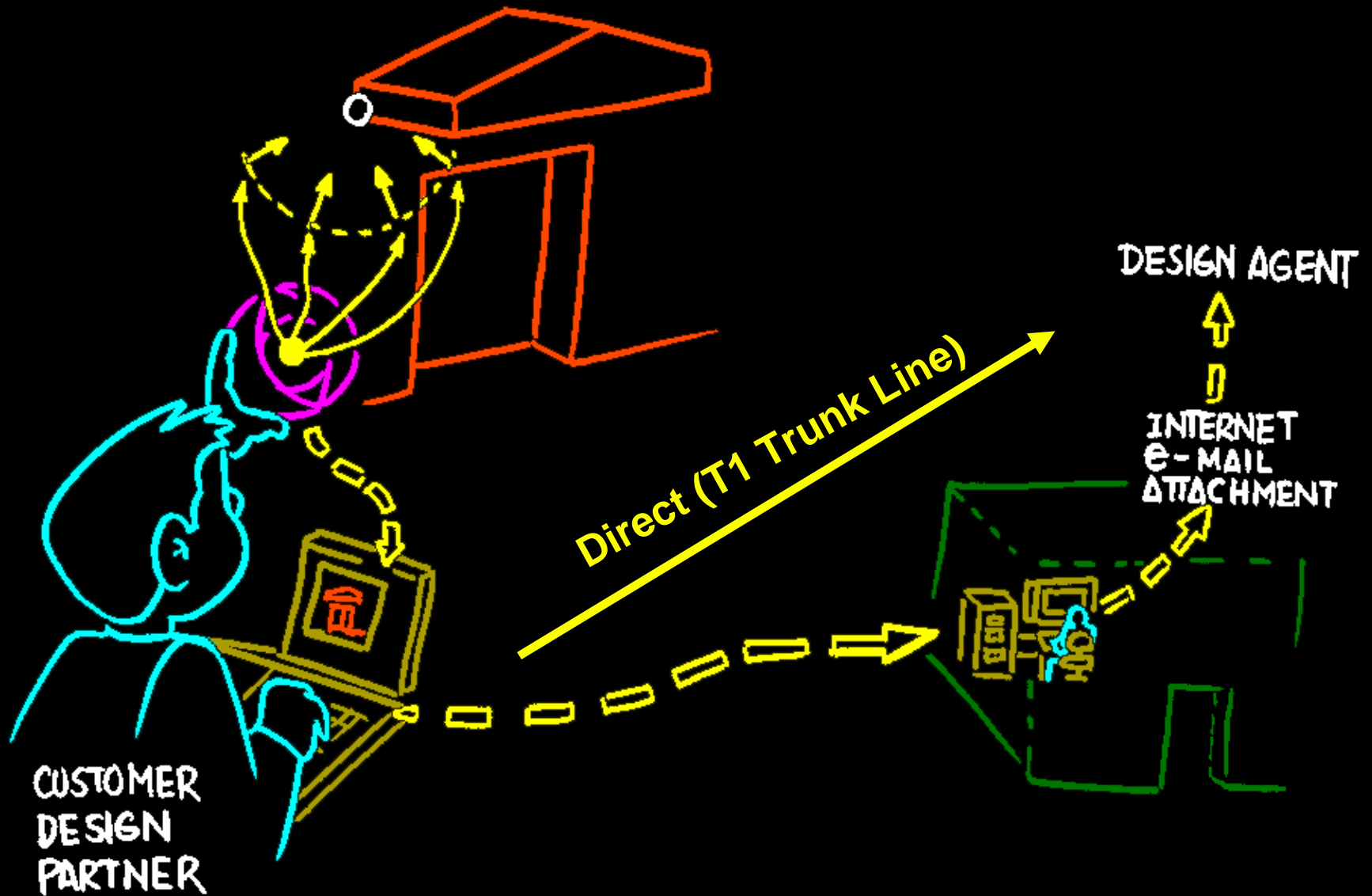


# Remote Design: Collaborative Drawing & Writing

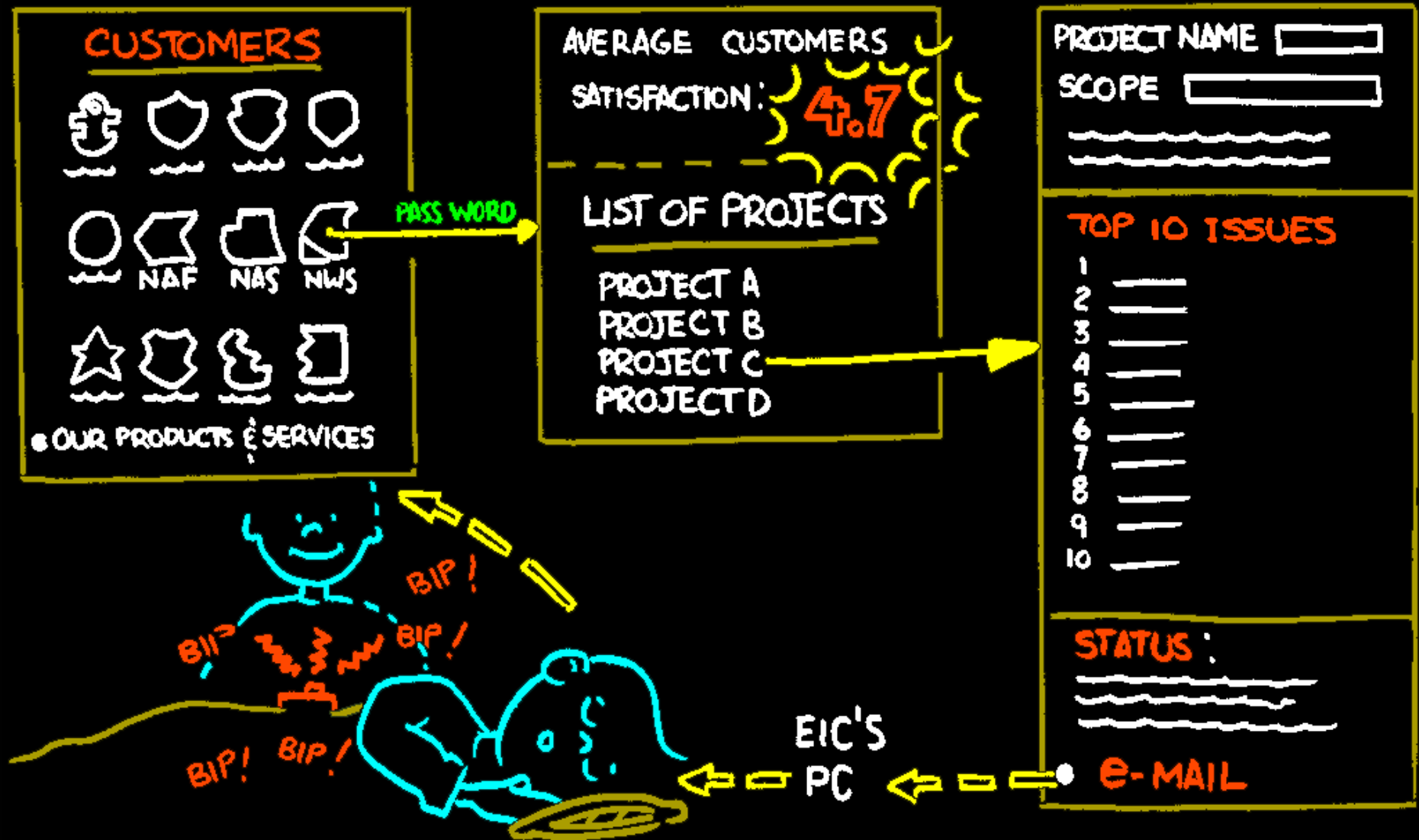




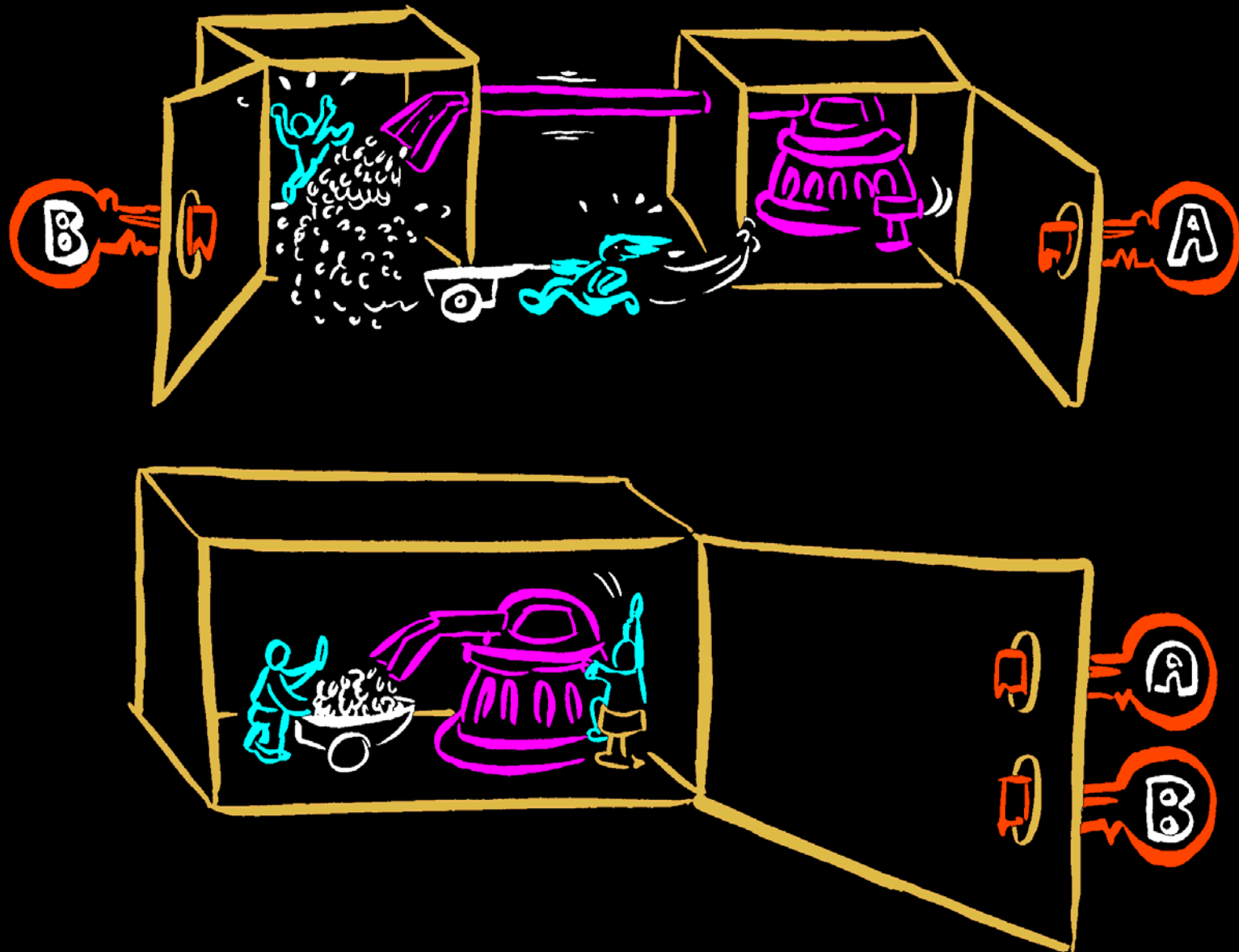
# ad hoc Digital Video Transmission



# Project Status Web Page



# Keys for Engineering Success



# Future of a Successful Start-Up

## Buyout Prospects

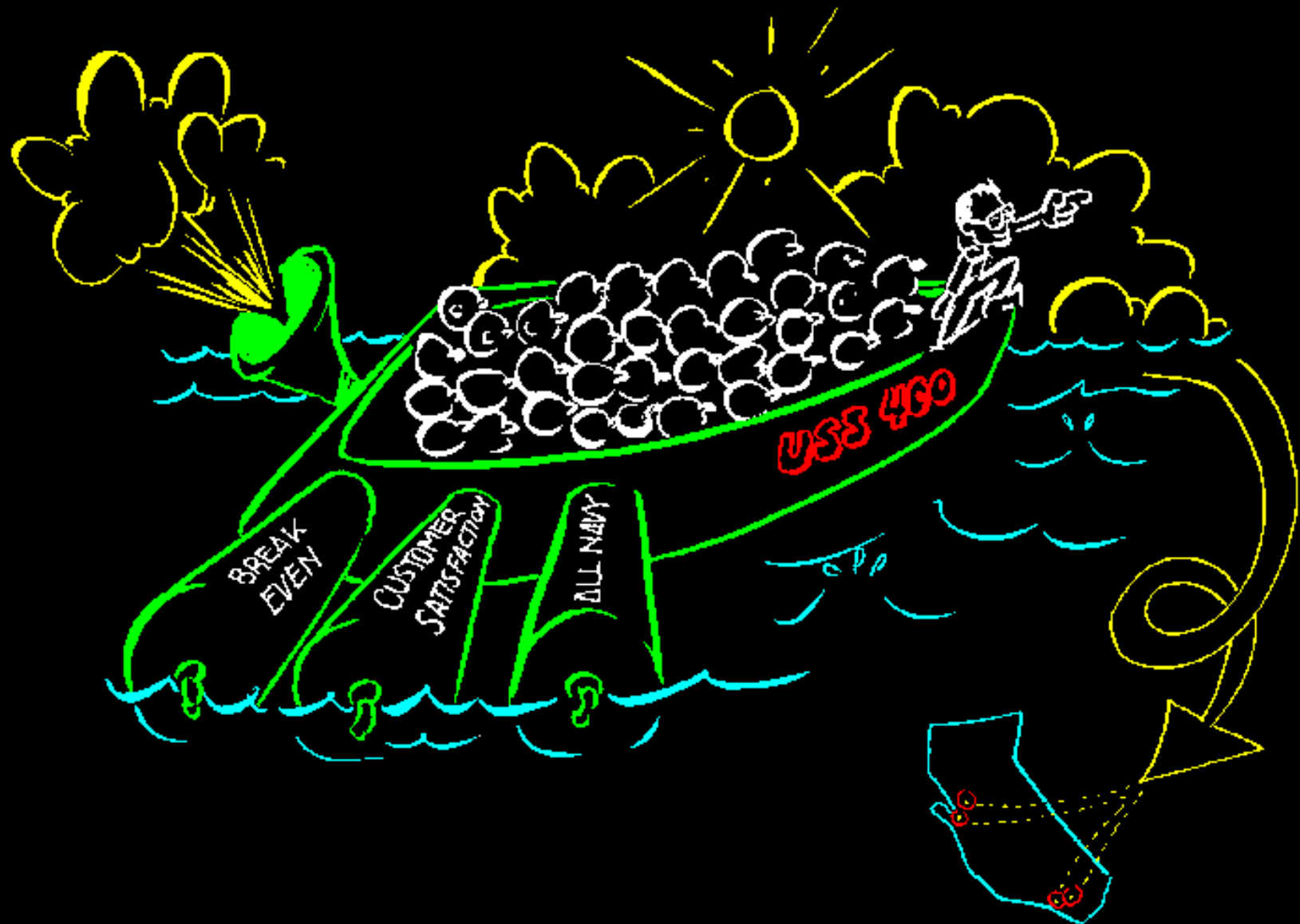


**Cut  
Cost**

**Cut  
Time**

**Leverage  
Technology**

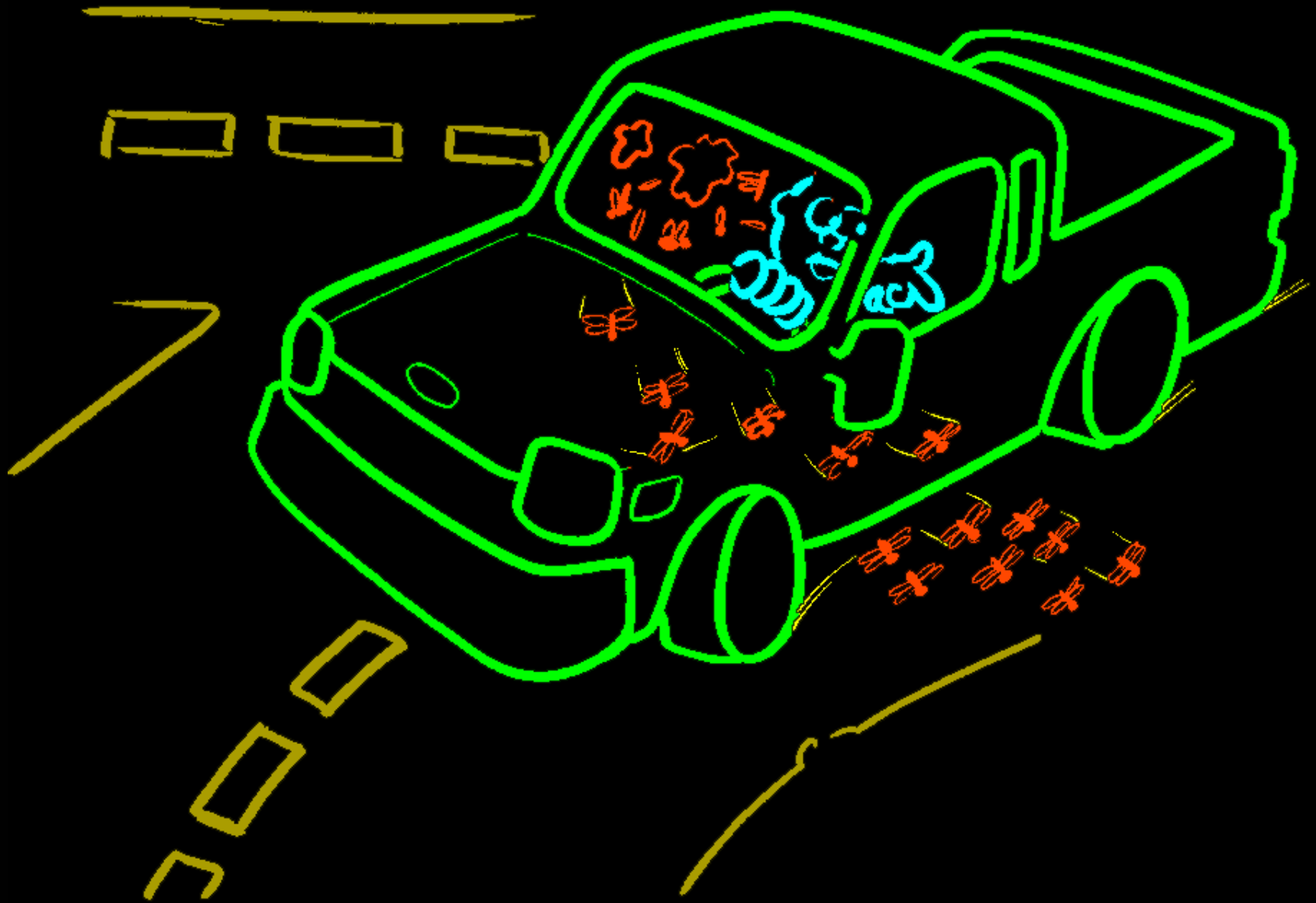
# Potential Spin-Offs



# Velocity of Change



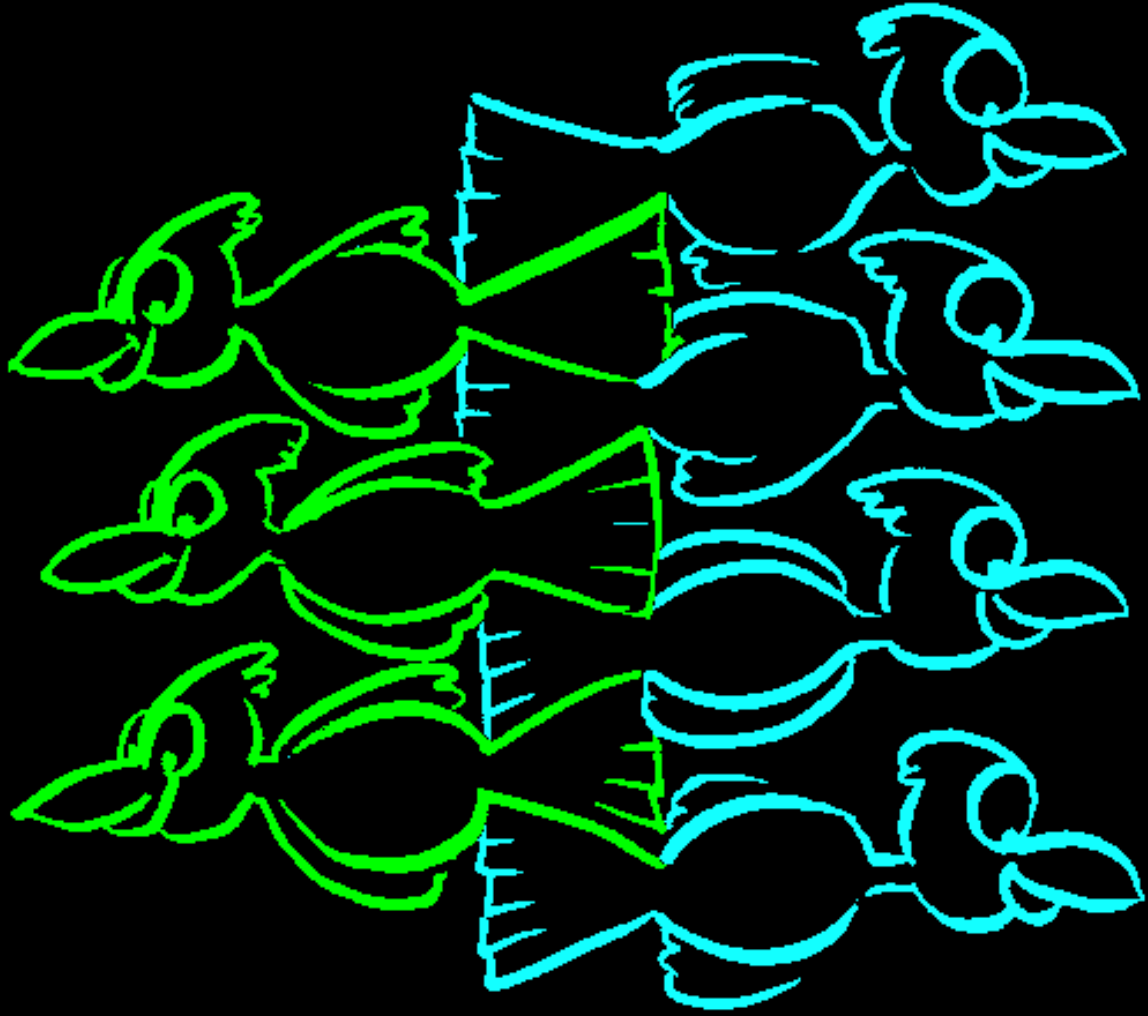
# Windshield or Bug



**Only One Person Has Taken  
Severance Pay,  
Involuntarily !!**



**Empowerment, Volunteerism  
& Accountability (EVA)**

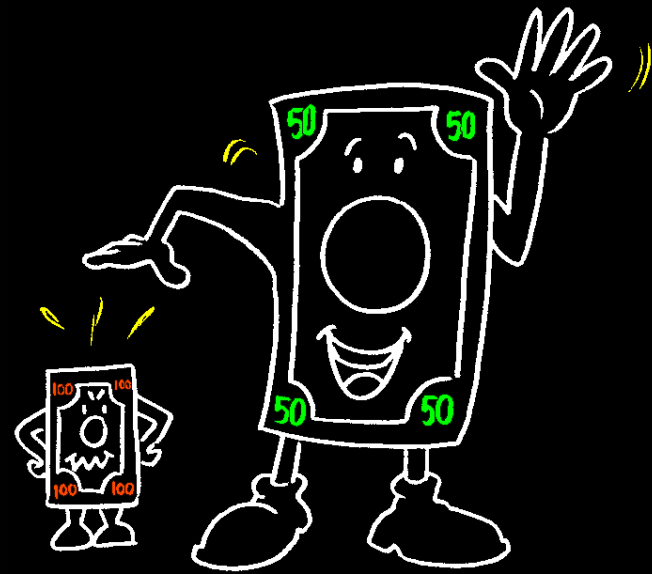


**Remote Engineering**

**Perfect Fit**



# Results



# Thank You.

