

Further Case Studies by Category

Analysis of Manufacturing Processes

Thiokol Space Shuttle Systems

SPC analysis of manufacturing processes in Final Assembly

NASA Space Shuttle Systems

Scope of Work for Project

This was a milestone project for Thiokol manufacturing facilities, requiring full qualification testing with NASA for implementation. Project was designed to provide rapid assessment and response to information, by identifying critical and key assembly processes, dismantling numerous data collection and measurement tasks through creating a strategy for using statistical process control.

Project Approach and Methodology

Key manufacturing processes were selected where performance tolerances were well established. Data tracking and education of technical staff began simultaneous with pre-qualification documentation and test plans. SPC charting, monitoring, analysis and testing for out-of-control conditions was conducted over time with simulated conditions, and routine reporting mechanisms developed for acceptable monitoring frequency. Three-and six-sigma tolerance limits were plotted and monitored for all processes.

Deliverables, Milestones Achieved, and Outcome/Result

This project provided a method for Thiokol Space Shuttle Systems (final assembly) to assess process capability, out-of-norm conditions and rapid response to anomalies. Secondly, the system provided a means for technical staff to become much more involved in and aware of the nuances of manufacturing process performance and to communicate with data about the process changes as they observed them.

Contact

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Final Assembly Director
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Employee Retention

*Utah State Department of Workforce Services
Salt Lake City, Utah*

2000-2001

The Utah Department of Workforce Services (DWS) was faced with a serious employee turnover issue in its largest region (the Salt Lake City area). Demarche was asked to conduct an extensive audit of the Region to determine the reasons for the high turnover rate and provide an action plan to resolve the situation - to improve the Department's employee retention rates, for the purposes of improving the delivery of employment services to DWS customers.

We designed an investigative method that allowed us to gather both quantitative and qualitative information. Methodologies included using focus groups to gather baseline information about the perceived causes for the turnover; gathering and interpreting statistical information; and conducting extensive one-on-one interviews to establish a comprehensive picture of the organization. Our recommendations included redesigning the organizational processes to give both authority and accountability for performance results to those delivering the service; changing the organizational structure to ensure that support services are designed to directly meet the needs of the service providers; and, empowering frontline providers to influence the organizational culture to one of ownership and problem solving.

Contact:

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Technology Implementation

Consolidated Customer Service System (CCSS)

1999 – 2000

Seattle City Light, Seattle Public Utilities
\$250,000 (Total Project Cost = 40Mil)

Participating Consultants

Ronald Thue, MS Civil Engineering, Kurt Lueders, MS Mechanical Engineering

Scope of Work for Project

The CCSS project involves the implementation of a completely new software system to manage the Seattle City's electric, water, garbage, and sewer business. Our CCSS project scope included the development of training manuals, development of quality assurance test scripts, and the facilitation of the company-wide business implementation plan with emphasis on process mapping, documentation and implementation. Nine training modules were developed and used in the training of over 300 employees (13 days of training). Quality assurance test scripts were written to verify the software functionality.

Project Approach and Methodology

Training:

Training manuals were developed in conjunction with city trainers and business analysts. Raw materials were taken from the software vendor and customized into Seattle City specific training documents. The materials were piloted and then revised as needed.

Quality Assurance:

Quality assurance test scripts were developed to verify promised software functionality. Accuracy of script results was verified with city business analysts. Software bugs were documented and sent to the software vendor for correction. Scripts were rerun to verify the bugs were fixed.

Business Implementation Plan:

The challenge was to identify current business practices, identify the required business practices in the new system, and then develop the plan for transitioning from the old to the new. This work was done with each business unit team. A pilot was run from which a template was created for use by all business units. This template resulted in uniformity across the entire business. Individual plans were cross-referenced and combined into an overall company plan. This work is still in progress.

Deliverables, Milestones Achieved, and Outcome/Result

Training: Nine on time training modules.

Quality Assurance: Effective functional test scripts.

Business Implementation Plan: Coordinated Business Implementation Plan.

Contact

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Coaching

Demarche Consulting Group defines organizations from three points: structure, processes, and culture. Our holistic approach to creating organizational effectiveness provides the support needed for individuals at all levels as they grapple to grow their own skills and thought processes to stay relevant in today's white water workplace.

Executive Coaching

Utah State Division of Wildlife Resources
Salt Lake City, Utah

2002

Demarche conducted extensive team development work with the top management team to reshape the Division's long history of reinforcing internal conflict and competition as a way to allocate limited resources to carry out its many programs. As the team began to integrate the skills and philosophies learned in the team training, it became clear to the Team that they needed to transform their individual leadership styles. Over the past year, Demarche has worked with 12 of the 15-member Team to transform confrontive and hero-type leadership to a style that is more effective in the integrated and system-thinking environment now being expected by the Director. Each coaching strategy has addressed the specific needs of the individual leader, and has been developed in conjunction with the respective Deputy Director to which each person reports.

Outcomes:

- Team meetings deal better with the core issues, as individuals have learned more effective communication skills to present their positions, and problem solve competing and conflicting priorities.

- They have collaboratively presented the Director and unprecedented \$1.5 M in budget cuts. In the past each member would have protected his or her individual areas, reverted to non-productive interactions, and defaulted to the Director to make the final budget decisions.
- They have established more direct communication, confrontation and collaboration on issues of misunderstanding or coordination efforts.
- They made the inclusive behaviors within the Regions, including facilitating ownership and accountability from staff for prudent, yet innovative usage of limited resources.
- They create more pro-active performance ownership by their own staff.
- They have become more proficient in using the organization's resources to support both their own people, and the organization as a whole. In the past they would have tried to be all things to all people at all times.

Contact

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Individual Performance Management Coaching

Department of Construction and Land Use (DCLU)
Seattle City

2000 – 2003

The Department of Construction and Land Use (DCLU), was a staid, typical, bureaucratic, regulatory municipal agency. The citizens of Seattle called DCLU to become a customer-service organization. DCLU asked Demarche Consulting Group to help them respond to this mandate. Such a radical shift meant a redesign of all business processes, performance measures, some codes and regulations, facility layout, hour of operation, organizational structure, and, perhaps, most importantly – attitudes and aptitudes of service providers.

This new environment meant that individuals were asked to take on new leadership roles for which they did not always have the necessary skills. In response to this skill gap, Demarche Consulting Group developed one-on-one coaching strategy designed to quickly and effectively act on an individual managers' or supervisors' skill gaps and build or enhance abilities in very specific areas.

"The coaching work of Demarche Consulting Group has changed the perception of coaching from a punitive experience to a growth development opportunity."

Diane Sugimura
Director, DCLU

The overall objective was to create an organizational environment in which individual and organizational performance was increased. The specific objectives with each individual, however, had to be targeted, focused, and generally included the following four outcomes:

- Assist leaders to communicate more effectively with their staff,
- Grow performance potential of individuals and teams,
- Create more deliberate and structured performance tools, and,

- Model leadership behaviors to increase the competence and confidence of all DCLU staff.

We created a 1:1:8:1 coaching model to ensure that the coaching work with individual supervisors tied directly to organizational objectives, and allowed for a performance partnership alignment between the “coachee” and his or her supervisor.

Outcomes:

After two years of coaching work with individuals throughout DCLU, Demarche Consulting Group developed an assessment survey to identify the results of the coaching programs. This survey was distributed to “coachees,” Managers, and the direct reports of the “coachees.” The feedback from these three groups included comments in the following areas.

What were the coaching outcomes?

Building skills: Performance issues, managing a changing work unit, addressing employee issues, working better with over-powering people, building teamwork, better problem-solving, delegating more effectively, giving performance ownership to direct reports; establishing team goals; time and work management.

Most valuable things learned from coaching:

How to stay focused on the outcomes I want from interactions with my work associates.
How to pay attention to non-verbal behaviors to increase communication.

What were the results of the coaching sessions?

Greater success getting staff to tell me what they think and need.
Greater comfort with my new supervisory role.
Increased cohesiveness within my work group.

How does coaching compare with other ways to learn new skills?

I was able to focus on areas of supervision most challenging to me and customized to what I can accomplish personally.
It’s invaluable to have someone to strategize with and then come back in a couple of weeks to discuss how things went – this is ideal!!
The final meeting with the Manager was one of validation – that performance changes were noticeable and the direction set was the right one.
This is probably the best dollar-for-dollar results producer available for improving supervisor performance, because you can be candid and honest about the real issues.

Demarche Consulting Group and our partners are helping DCLU integrate coaching skills and strategies into the standard performance behavior of all staff.

Contact
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Washington State Department of Social and Human Services 2000 – 2001
Division of Vocational Rehabilitation
Olympia Seattle, WA

Two of our team members, Norm Alberg, and Pam Gardiol, were principals in delivering a Comprehensive Leadership Development program for the Division of Vocation Rehabilitation top twelve-member senior management team. The work included designing and facilitating a series of meetings with the Team to define the key leadership behaviors and attributes needed by the Team to move the agency toward key performance goals. This was strategic leadership development. We then conducted a 360-degree assessment to establish a behavioral baseline against which the Team would develop performance plans. This was a comprehensive process that involved over 100 people from which feedback was gathered. We compiled the information for review by members of the Team, and then conducted a series of one-on-one coaching sessions with each Team member to establish a performance plan to increase their effectiveness as they functioned within the Team, and also with their staff.

Outcomes:

The Leadership Team members established a much more effective team culture. Behaviors that had inhibited effective communication among individuals were replaced with specific methods and paradigms that led to a more cohesive team focus and buy-in. Individuals became more effective in communicating and collaborating.

Contact

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Seattle Public Utilities
Seattle, Washington

2002 – 2003

The City of Seattle merged the functions of several departments, including Water, Solid Waste, Drainage and Engineering to form the Seattle Public Utilities Department (SPU). SPU implemented a Leadership Development program, including 360-degree surveying and coaching components. Certified in 360-degree assessment processes, and working with SPU leaders, we held leadership development planning sessions, and conducted orientation, interpretation and one-on-one coaching sessions with over 100 staff to craft personalized leadership behavior strategies that maximize their leadership capabilities and increase their effectiveness in a number of skills, including consensus building and conflict resolution.

Outcomes:

The coaching has resulted in both increased performance of individuals and their respective Departments. Leaders have demonstrated new skills to accomplish individual and Department responsibilities. Additionally, the coaching has resulted in individuals demonstrating the ability and skills to focus on specific behaviors, facilitating clearer and more effective communications with managers, peers, direct reports and stakeholders. The result has been more unified performance aligning with the Utility's Mission, Vision, and Values.

Contact

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Management Coaching on Employee Performance Issues

Seattle Public Utilities

2003

Water Quality Laboratory

A manager in the Laboratory was having difficulty working with staff members for a complex number of reasons. It was having a negative effect on the performance outcome of the staff, and the supervisor's ability to lead the group. We were asked to work with the supervisor to identify the reasons for the problem, and help the supervisor establish a more effective supervisory method. Working with the supervisor and the Laboratory manager, we established agreed-upon goals for the coaching work. We facilitated the communication and partnership between the manager and the supervisor to increase the effectiveness of the coaching.

Outcome:

Our work with the supervisor resulted in a redefinition of how to involve people in determining the direction of the department. The supervisor became much more comfortable in facilitating rather than directing, which began to rebuild the trust that had been damaged for a long time. Additionally, the supervisor let go of a number of internal scripts that had been a foundation for the ineffective behavior.

Contact

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Permitting

City of Seattle Department of Planning and Development

Challenge:

Improve the cycle time for construction permitting service delivery, improve customer satisfaction, expand capacity, enhance technology use, and streamline operations to better manage the mandates of the regulatory role of the department.

Process:

Demarche Consulting Group performed a five-year strategic planning and redesign initiative using proprietary assessments, stakeholder outreach and involvement, benchmarking of other jurisdictions, process mapping analysis and comprehensive redesign to completely revamp the permitting process. We also facilitated an organizational and cultural shift from process focus to customer and outcome focus (work begun in 1997).

Results:

- Processed 65% of permits within 24 hours, versus 26% in 1997.

- Revamped the job classification framework with union support for enhanced organizational and individual capacity.
- Recommended a \$20 million investment in technology over ten years, for an expected 200% plus expansion in both capability and capacity (new services plus additional through-put).
- Increased customer satisfaction notably to date.
- Assigned additional project to provide team and leadership development and individual performance coaching.

Seattle Department Transportation

2001-2002

Challenge:

Assess and improve the existing Private Contracts Permitting Process for required private developer work in the public right-of-way.

Process:

Demarche Consulting Group evaluated and then redesigned the plan review and inspection processes to be more responsive to stakeholder needs and to improve process interactions with other City departments.

Results:

- Defined critical cross-departmental process linkages between Building Permits and Private Contract Permits.
- Developed expanded cost recovery application services to increase application quality.
- Established a single (one-stop shop) for multi-department permits.
- Developed clear process and requirements informational handouts.
- Established a single point of contact for development permit projects.

City of Bainbridge Island

2001-2002

Planning and Community Development and Public Works Departments

Challenge:

Streamline a functionally fragmented permitting process for land use, construction and public works permits. Improve speed, coordination and quality.

Process:

Demarche Consulting Group promoted a partnership between the Planning and Community Development and the Public Works Divisions resulting in a multi-disciplinary team of subject matter experts, which then analyzed and redesigned the existing process. We then tested the performance of the improved process in a pilot program.

Results:

These results exceeded the expectations of all stakeholders.

- Reviewed and issued permits faster.
- Reduced number of overall process steps by 25%.
- Increased expedited permits by 300%.
- Improved significantly the clarity and communication regarding roles and responsibilities across the divisions.
- Increased consistency of personnel, while reducing the intensity of paper work, multiple copies, etc.

City of Shoreline Planning and Development Services

2002

Challenge:

The challenge was to help the Department meet the City’s goal of dramatically improving their service to customers. This Department provides building and land use permitting services for this growing city (population of 53,000).

Process:

We performed an evaluation of the City of Shoreline’s Permitting Processes that included:

- Mapping and analyzing the current permit processes.
- Comparing the permit processes with selected jurisdictions.
- Assessing stakeholder’s perceptions of the permit processes.
- Preparing a Customer Survey instrument and survey implementation plan.
- Identifying recommended improvements for the permitting processes.

Results:

Demarche developed a comprehensive package of recommendations and an action plan for implementation, which included:

- A detailed implementation plan for improving performance of processes, for the full spectrum of permitting services (Pre-Application through Inspection).
- Additional recommendations focused on process infrastructure improvements including; technologies, tracking and reporting, filing and archiving, as well as recommended Managerial and Leadership actions to develop PADS performance measures and improve internal and external communications.
- A customized Customer Survey instrument and plan for survey implementation.

Snohomish County Planning and Development Services

2002-2003

We are currently working with Snohomish County (population of 606,000) to improve their Building and Land Use permitting process (Phase II), after completing an independent and comprehensive evaluation of the process (Phase I).

Challenge:

The central purpose of the Phase I Audit was to assist the Department of Planning and Development Services (PDS) in its efforts to meet the 120-day permitting timeline goal (State-imposed) for plan

review and permit issuance. The resulting challenge for Phase II was to redesign the organization and its processes, to become more focused on the customer, as required by its new mission.

Phase I Process:

Demarche performed a Performance Audit of Snohomish County's Land Use Permitting Processes. The review included: the efficiency and effectiveness of permitting processes; performance measurement of the processes; organizational structure, including relationship and coordination between Planning and Development Services (PDS) and Public Works; a comparison of process performance to other similar permitting organizations and an analyses of the organizations customer service focus, staffing skills, training and performance evaluation process.

Phase I Results:

- Findings of interviews, mapping, analysis, focus groups, comparative studies, examination of business practices, and surveys of staff – organized, analyzed and presented in a manner useful for decision makers
- Recommendations for the holistic redesign of PDS business processes
- A Recommendation that the County Executive and Legislative Leadership lead the redesign, by clearly defining the mission/ purpose and expectations for success they had for PDS.

Phase II Process:

Phase II consists of the redesign work (December 2002 – June 2003), which began with facilitating County Leadership in a collaborative and focused effort to establish clear alignment and definition of the PDS mission and purpose, followed by work with a small team of departmental staff to perform the extensive process redesign work, perform a considerable amount of communication work, and pilot the redesigned permitting processes. Demarche is also creating an accompanying education strategy for PDS to acquire and maintain the competencies necessary for implementing the processes as designed. The final product will be an Implementation Plan, including the process monitoring and measures for evaluation.

Phase II Results:

- A new mission and clear focus for the department
- A new Business Model for PDS
- Redesigned business processes which will fulfill the new, customer-focused mission.
- Implementation of major process improvements for Customer Service functions, Permit Counter Services and Review and Inspection Service improvements
- Implementation plan for improving other processes in the Administration of Development Regulations, including identifying the personnel, technology, facilities and organizational support systems for implementation.

Business Process Redesign

2002

*Seattle Public Utilities, Seattle, WA***Challenge:**

This project consisted of a comprehensive group of redesign projects spanning the breadth of the Field Operations Division aimed at achieving a 10 percent productivity and efficiency improvement in work processes, management of work and strategic choices for selection of work.

Process:

Seven specific processes were chosen encompassing each of the three major lines of business: Water, Drainage and Wastewater, and Solid Waste.

Utilizing unique assessment tools, benchmarking of other jurisdictions, process mapping and analysis, and comprehensive redesign, Demarche Consulting Group is helping to change the ways that SPU currently does business as well as leaving with them the skills necessary to undertake redesign projects on their own in the future.

Results:

Seattle Public Utilities now has seven process owners and over forty employees with experience and the necessary skills to take on future redesign projects and continuous improvement initiatives. They own extensive documentation that serves as a manual for redesign.

Recommendations were made that will increase the efficiency of SPU's emergency response, sewer pipe maintenance, and new water service installations.

Other recommendations will improve the quality of management at the warehouses, water quality lab, and transfer stations.

A newly centralized planning and scheduling function will increase synergy and cohesiveness across the entire Operations Division.

Seattle City Light, Seattle, WA

2002

*Power Stations Division (Phase I)***Challenge:**

To map and analyze the business processes of the division that builds and maintains substations, in preparation for proves improvements and the development and implementation of a new Work Management System. The existing processes had developed informally, were convoluted and unclear, and were not effective in today's environment.

Process:

Demarche Consulting Group led a group of the division’s subject matter experts in identifying, mapping and analyzing the division’s five core processes: Capital Improvement Planning, Engineering Design, Construction, Maintenance (planned and unplanned) and Destruction/Removal, along with numerous support processes. Baseline data for the input/output volume and performance of the processes were also collected and analyzed. At a systems level, the processes were redesigned and recommendations for initial pilots were developed.

Results:

- Processes were refocused to address the desired outcomes, rather than being organized around traditional functions.
- Developed implementation plan for balancing CIP and Maintenance work, and also balancing the work plans with the resources available.
- Developed a new Maintenance Planning approach, based on addressing system-wide reliability and condition of the equipment (rather than time-based).
- Developed a schematic Capital Improvement Planning process based on disciplined analysis of data and resulting in a published plan.
- Demarche was assigned a follow-up project to support detailed redesign and implementation.

Department Of Workforce Services, State of Utah

Challenge:

Conduct an extensive audit of the region to determine the reasons for the high turnover rate and provide an action plan to resolve the situation.

Process:

Demarche Consulting Group designed an investigative method that allowed us to gather both quantitative and qualitative information. We used focus groups to gather baseline information about the perceived causes for the turnover, gathered and interpreted statistical information, and conducted extensive one-on-one interviews to establish a comprehensive picture of the organizational dynamic.

Results:

- Recommended redesigning the organizational processes to give both authority and accountability for performance results to those delivering services.
- Recommended changing the organizational structure to ensure that support services are designed to directly meet the needs of the service providers.
- Recommended empowering frontline providers to influence the organizational culture to be one of ownership and problem solving.

Department of Design, Construction, and Land Use, Seattle, WA

Challenge:

Provide a comprehensive assessment of process improvements for the performance of the redesigned permit application intake and review process.

Process:

Demarche Consulting Group provided a variety of subjective and objective tools to measure and analyze improvements including a cost-benefit analysis. We also provided the following expertise: measurement strategy and application, data warehouse queries, group facilitation, data analysis, and interpretation and presentation.

Results:

- Recommended changes in cycle times (such as days from permit application intake to initial plan review and permit issuance).
- Decreased number of correction cycles.
- Increased number of reviews completed within 24 hours of application intake, and clock-to-calendar time ratio, which is a means of quantifying the amount of time spent on value-added steps relative to the amount of time spent in the system (much of which is "warehousing" time).

The performance measurements resulting from this project were very useful to DCLU in documenting improved performance as well as identifying where further work was needed. The assessment revealed the following results:

- Customers were happier with the improvements and the effort the department was demonstrating.
- Staff believed improvements had been made.
- Processes improved more than expected.
- Lessons were learned about how to implement future process improvements.

Department of Design, Construction and Land Use, Seattle, WA

Challenge:

Analyze the benefits achieved by the department's investments made to date in process and technology improvements. Additionally, project the anticipated costs and benefits of investments projected over the next five years.

Process:

Demarche Consulting Group collected data for the past five years of performance, expenditures, investments, improvements, new services, new staff, new capacities/ competencies, and regulatory mandates. We analyzed the level of service compared to the pre-design and then projected the investment need to complete the design plans and technology investment.

Results:

- Obtained findings that are being used to assess a proposal to invest in a new multi-million dollar technology system for the department.
- Obtained additional information to analyze the costs of doing business, determine employee productivity, improve competencies, and change customer expectations and return on investment of new services.

*Seattle Public Utilities, Seattle, WA***Challenge:**

Improve the citywide GIS (Geographic Information System) IT strategy, including job functions, collection and analysis of customer feedback, political structures, operating plans, and reporting relationships.

Process:

Demarche Consulting Group designed and conducted an organizational study that encompassed stakeholder investigation, focus group meetings, performance analysis, mission validation, and performance analysis. We also defined citywide short and long-term objectives, gap analysis (current status of GIS system to desired), and best-fit analysis for reporting relationships.

Results:

Discovered various stakeholder perspectives, needs, issues and expectations for development, use and performance of the GIS systems and tools.

- Analyzed the funding for GIS investment and recommended that the utility share funds versus other obtaining general fund contributions for the continued development of the data.
- Discovered the pros and cons of the current reporting relationship -- how the utility "control" of GIS organizationally impacts the development, use and availability of subject matter experts to other City and Stakeholder interests.
- Recommended next steps in the strategic plan for GIS development.

Inventory Management*Inventory Reduction*

Puget Sound Energy
Bellevue, WA

Linda Paralez's company (called Rose Enterprises at the time) performed a comprehensive study of inventory levels, reorder points, turnover policies and needs, and use of statistical methods for prediction. Designed and implemented Statistical Process Control prediction models for ordering point policy and inventory levels for pole stock and transformer stock. Work also included design and presentation of a comprehensive training program in use of statistical methods for problem solving, principles of measurement, and development of organizational performance measures.

Inventory Management Assessment

Public Service Company of Colorado, Denver
1995-1996

The Public Service Company of Colorado engaged Linda Paralez, PhD (at the time her company was doing business as Rose Enterprises) to design and manage a comprehensive study of transformer inventory levels, practices and needs, using statistical methods for prediction. Work also included design and presentation of a comprehensive training program in use of statistical methods for problem solving, principles of measurement, and development of organizational performance measures. Outcomes included significant reduction in inventory and thousands of dollars in savings.

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Private Sector Business Process Design Projects

Client	Project/Problem	Solution
Puget Sound Energy, Bellevue, Washington	Cost Deferment:	Developed a financial cost deferment model correlated with projected service impacts of delaying tree trimming expenditures.
W.R. White Company Ogden, Utah <i>W.R. White Co. is a concrete pipe manufacturer.</i>		1. Mapped all work processes, conducted a technology needs assessment 2. Designed and conducted a readiness to change survey instrument and employee attitude study.
Geographic Information Systems (GIS) Seattle Public Utilities	Organizational Design:	Designed and conducted an organizational study of the GIS function, including customer feedback, evaluation of political structures. Developed strategic operating plans, and recommended new reporting relationships.
Project X, Inc. Bainbridge Island, WA <i>Project X was a start-up "high tech" health and fitness provider.</i>	Data Management Design:	Designed Information Technology strategy and infrastructure. Designed R&D systems using Microsoft NT, Oracle and SQL databases, VPN, and virtual reality. Recruited top technology talent through industry contacts. Evaluated and recommended industry-specific software applications and strategic corporate alliances.
Project X, Inc. Bainbridge Island, WA <i>Project X was a start-up "high tech" health and fitness provider.</i>	Information Technology Needs Analysis:	Needs assessment and analysis for billing system, medical management, and physicians' electronic charting software. Subcontracted the required medical consulting services.
Project X, Inc. Bainbridge Island, WA <i>Project X was a start-up "high tech" health and fitness provider.</i>	Web Page Development:	Designed and implemented interactive, initial Web Page for start-up business. Provided secure site accessible by password only, to authorized potential investors.
Human Performance Center (HPC), Bainbridge Island, WA <i>HPC was an innovative and complex, interdisciplinary health services business model designed to provide wellness, fitness and treatment services.</i>	Business Process Design and Strategic Planning: to successfully manage the design of this new business model and the business processes necessary for efficient, effective and compliant operations.	Mapped and documented all administrative processes and designed the franchise model for this multi-disciplinary health club facility. Developed compliance protocol for charting, technology enhancement strategy, billing systems, and performance reporting.

Client	Project/Problem	Solution
<p>Project X, Inc. Bainbridge Island, WA <i>Project X was a start-up "high tech" health and fitness provider.</i></p>	<p>Management and Strategic Development:</p>	<p>Management of a project to develop a new company from a vision, through the venture capital funding and Directed Public Offering phases, and eventually to its culmination into a publicly traded Mergers and Acquisition Company.</p>
<p>Human Performance Center Bainbridge Island, WA <i>HPC was an innovative and complex, interdisciplinary health services business model designed to provide wellness, fitness and treatment services.</i></p>	<p>Technology Network Implementation:</p>	<p>Project management for a new computer network system for a health club with medical services. Scoping, research, design, installation, testing, training and maintenance of this network were included in our services.</p>
<p>Puget Sound Energy Bellevue, WA</p>	<p>Inventory Reduction:</p>	<p>Performed a comprehensive study of inventory levels, reorder points, turnover policies and needs, and use of statistical methods for prediction. Designed and implemented Statistical Process Control prediction models for ordering point policy and inventory levels for pole stock and transformer stock. Work also included design and presentation of a comprehensive training program in use of statistical methods for problem solving, principles of measurement, and development of organizational performance measures.</p>