the VSM inspecting process

Tracking the information flow in our documents and services

OBJECTIVES

To review the information flow as it occurred during the execution of a project using a method that will allow you to detect where the waste and the errors happened, so the process can be adjusted to prevent them.

- One of the methods developed for doing this is the "Value Stream Map".

Value Stream Mapping (VSM) is a lean-management method for analyzing the process that takes a product or service from its beginning through its delivery to the client, and identifies where in the process is there waste and which adjustments are necessary for a better result.

- The version described here is very condensed and has been modified for our work; it can be adjusted to fit the project being reviewed.

To map, you can use the project schedule to remember original information: tasking, milestones, etc.

During the review process, never document names; document only procedures and type of team (structural, construction manager, contractor, etc..

INFORMATION AND ITS MANAGEMENT

The quality of the information and its management in an architectural project is like the quality of the materials assembled for the manufacturing and the production methods used to manufacture a product. Good information and its management makes the product be what the client expects (Program, Cost, Time), and bad information and its management takes away from the quality of the project, increases delays and costs, increases risk for all, and reduces fees and profits. Bad management can damage a project even if the information used is correct and vice versa.

THE MAP

The VSM looks like a flow chart but has a different purpose: to track the flow of information through the project execution. Traditional VSMs use special icons, colors, and forms to identify the information flow stages, types, and so on, but for our purpose, the VSM can be a diagram showing a simplified version.

You can do this process at the end of any milestone or activity in the project: DDs; activities to select a project component, such as curtain wall, waterproofing, furniture; after a series of meetings; at the completion of a permitting process; or you can do it at the completion of the project.

Do it whether the process went well or not.

THE "do it" plan

To find were failure occurred in a task or series of tasks follow these steps:

1. Determine what part of the production or service process that you are going to "map".

2. Select your team; ensure that all the participants in the selected design process are represented e.g.: Only the RMW team, or the RMW team plus consultants and contractor, etc.

3. Map the process: Draw the information flow (the history of the project's delivery process) showing milestones and objectives in each milestones.

4. Collect data: What were the original objectives (deadlines, information to be collected etc.) which were reached and which were not (deadlines not met, wrong or lost information, and such). Only data you can confirm is included.

5. Review the process with the team, step by step. You might use lists to check the process. Identify the information and the processes that improved the project and the information that caused waste or errors.

6. Consider strategies that can be implemented to reduce or eliminate the failures in the future.

7. Mark the process to produce a map showing the corrections for the next time the process occurs. Mark successes so they can be implemented again.

WHAT TO LOOK FOR

- Information not needed.

- Missing information.

- Untimely delivery of information.

- Poor information quality or incomplete information.

- Information not properly recorded.

- Information delivered incorrectly.

- The wrong source used.

- The wrong way to use the source and the information:

- Information Source: Organization, publication, project team members, suppliers, etc.

- Type of information.

- Project team who needed and/or recorded the information.

- Media used for transmitting the information or obtaining the information (e-mail, phone call, document, etc.)

- Cause for the damage caused by the information (late, incomplete, wrong, etc.)

- Remediation proposed.

- Remediation adopted.

ACTION PLAN

- Record the recommended improvements to improve the flow of information for use in similar projects.

- Eliminate, modify, or replace "bottlenecks": sources of information that did not work, causes for untimely delivery of the information, incorrect media used, etc.

- Replace old information/sources with current information/sources.

- Introduce missing types of information.