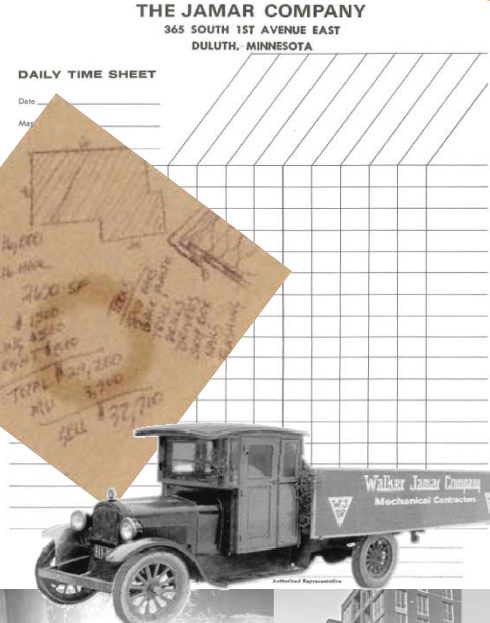


## WHERE WE'VE BEEN

To borrow the theme from our internal '25 yrs. with APi Group' announcement, some long-time staffers remember when:

- Estimating was done with a pencil and paper, then calculated by hand;
- Drafting was done with a pencil on a drawing board, using a t-square and a triangle; and
- Preplans and estimates were drawn up on a napkin. **Where would Jamar be today if we didn't learn from, and recognize more efficient ways of performing our work?**



- Business goals drive Lean goals. Committee goals have been set by our Jamar Management Team.
- As always, those affected by process change will be involved. Please view any questions asked of you as part of the 'analyze stage' of the current state of affairs. No adjustments can be made until the current state is well understood.



## WHERE WE'RE GOING

The glue that holds productive organizations together is *learning*. Part of learning is to recognize mistakes and opportunities for improvement, not cover them up. Then analyze and adjust. In the analyze stage, we look for a root cause of problem areas (i.e., lack of training/process, information, tools, etc.). Without that critical step, we simply react and create work-arounds, which generally add more steps and don't address the root cause, and causes the problem to reoccur. Once a root cause is identified, then we adjust. Small, incremental change is key to productivity success.

This year, you'll see the Lean Steering Committee focused less on 'events' and more on analyzing our core processes, such as those noted below, as well as sharing helpful information through The Buzz and other means, to help us on our path toward becoming more of a learning organization. Below are Steering Committee goals for 2010:

### Training

- A final training course with Lake Superior College, shorter in length, with a concentration on interactive daily huddle, pre-plan/job handoff. Re-engage those previously trained. *Assigned to: Shaun J. & Cindy L.*

### Lean Jobs

- Wrap up Lean Jobs from 2009: Homecroft and Hartley – what did we learn?
- DECC – still in progress *Assigned to: Mark Z & Craig F.*

### Apply Lean principles to affect every day core processes:

- Preplan *Assigned to: Scott D. & Jeff D.*
- PM Inspections *Assigned to: Roger D. & Greg O.*
- Time transfer: field to office *Assigned to: Mike D & Bob E.*
- PO Process *Assigned to: Heather S. & Dale T.*
- Big 3\* *Assigned to: Mark Z. & Eric E.*

(Productivity analysis, change control and forecast/projection)\*

### SOLID PARTNERS. SOLID SOLUTIONS. SOLID SERVICE.

If you have questions or comments, please contact a member of the Steering Committee: Cindy Luoma, Heather Salfer, Craig Fellman, Roger Daoust, Tim Grimsrud, Shaun Johnson, Mark Ziells, Scott Drennen, Mike Dryke, Dale Thrun, Jeff Dincau, Bob Ehle

## JAMAR'S LEAN PURPOSE:

Increase Customer Value Through:

- Empowering Our People
- Eliminating Waste
- Enhancing Productivity