

# Improving the work order submission process at Recreation & Parks

October 2018

A partnership between the Controller's Office City Performance Lean Team and the Recreation & Parks Department

## PROBLEM

Behind every one of the 200+ beautiful park and recreation centers in San Francisco, there's a team of highly-skilled tradespeople, recreation supervisors, and park managers working to make sure you have a great park experience. When the teams stationed at the parks spot anything broken or malfunctioning, they'll quickly submit a work order to the tradespeople at the Structural Maintenance Yard (SMY) to fix it. The tradespeople receive a ton of work orders, where 60% of work orders submitted include incomplete or inaccurate information. They don't have enough information to do the repair without doing extra research via phone calls, emails, and site visits. Visiting a park site to clarify a confusing work order could create a backlog of other tasks that need attention.

When broken structures aren't fixed quickly, RPD staff receive complaints from frustrated park users. Without adequate information about the status of the problem, RPD staff re-submit work orders, adding to the backlog.



*Members of the Electrical Shop, Front Office, Heavy Equipment Operations, Carpentry Shop, and Recreation Divisions convened to address issues with work order submission.*

## ROOT CAUSES

In March 2018, nine staff from different RPD divisions worked together to ensure that more work orders are submitted with complete and accurate information. Before designing solutions, the project team determined the root causes for these issues. The team found:

- 1) Requestors are not putting enough information about the work order due to lack of knowledge about the Structural Maintenance Yard, an inability to take photos, system limitations, language barriers, and lack of computer knowledge
- 2) RPD staff are spending extra time notifying other staff members that they submitted work orders because they may forget that they submitted a work order or there is a slowdown in communication via phone or email.

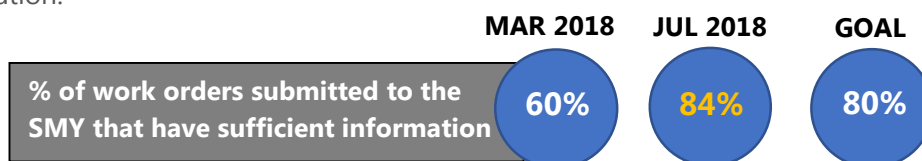
## SOLUTIONS

The team reviewed and improved the work order process by:

- 1) Revising forms and templates used in the work order request system
- 2) Creating a visual management tool to assess issue priority level
- 3) Updating training on the work order submission process
- 4) Setting orientation standards for new hires to be familiar with materials used at shops at the Structural Maintenance Yard
- 5) Creating a prototype of a "tag/sticker" that identifies issue areas (i.e. broken equipment) that have already been submitted
- 6) Revising the requestor form and templates through creating new tabs and adding drop-down menus

## RESULTS

Since implementing these improvements, the team surpassed their goal, where 84% of work orders submitted had sufficient information.



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