

PERFORMANCE EXCELLENCE PROCESS  
PROCESSUS D'EXCELLENCE DU RENDEMENT  
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# **PERFORMANCE EXCELLENCE** PROCESS PROCESSUS **D'EXCELLENCE DU RENDEMENT**

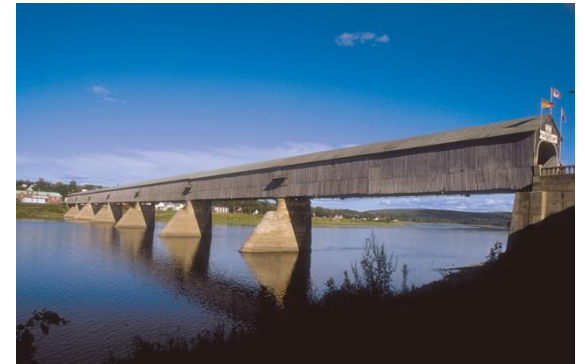


# Driving organizational improvement

- Context
- Top 10 Critical Success Factors
- Results



New Brunswick  
CANADA



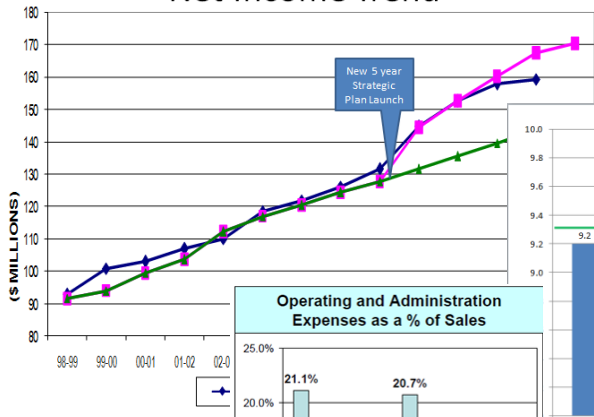
# NB Government



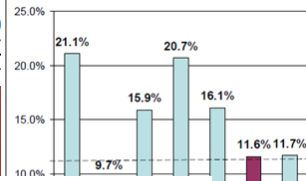
# 10 Critical success factors

1. Have an executive champion
2. Demonstrate what is possible

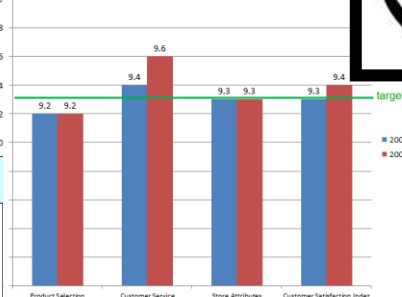
### Net Income Trend



### Operating and Administration Expenses as a % of Sales

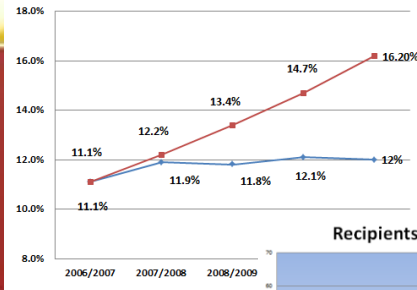


### Public Customer Satisfaction



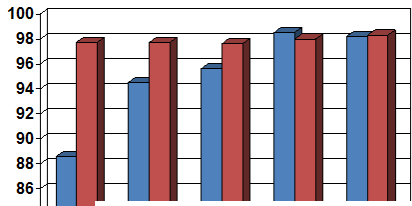
### Total ANBL Health Cost as a % of Payroll

(ANBL actual vs 10% increase as per industry)

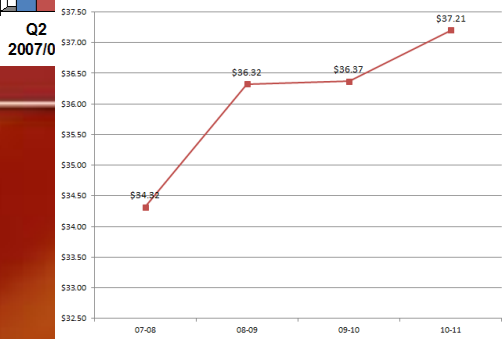


### IN-STOCK POSITION

Q2 2007/08 – Q4 2010/11

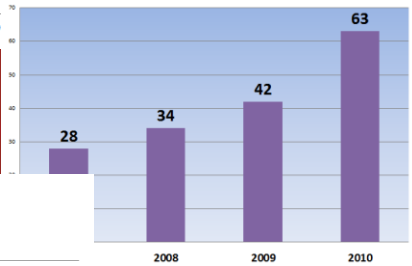


### Basket Size Actual



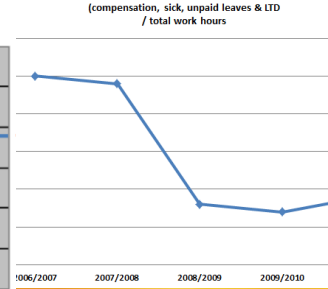
# 2007 - 2011

### Recipients of Perfect Attendance

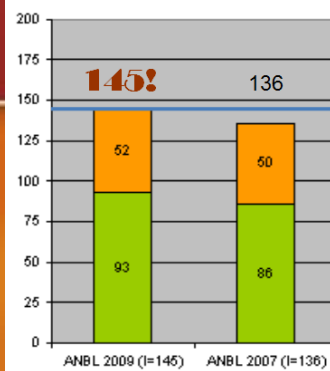


### Absenteeism Trends

(compensation, sick, unpaid leaves & LTD / total work hours)



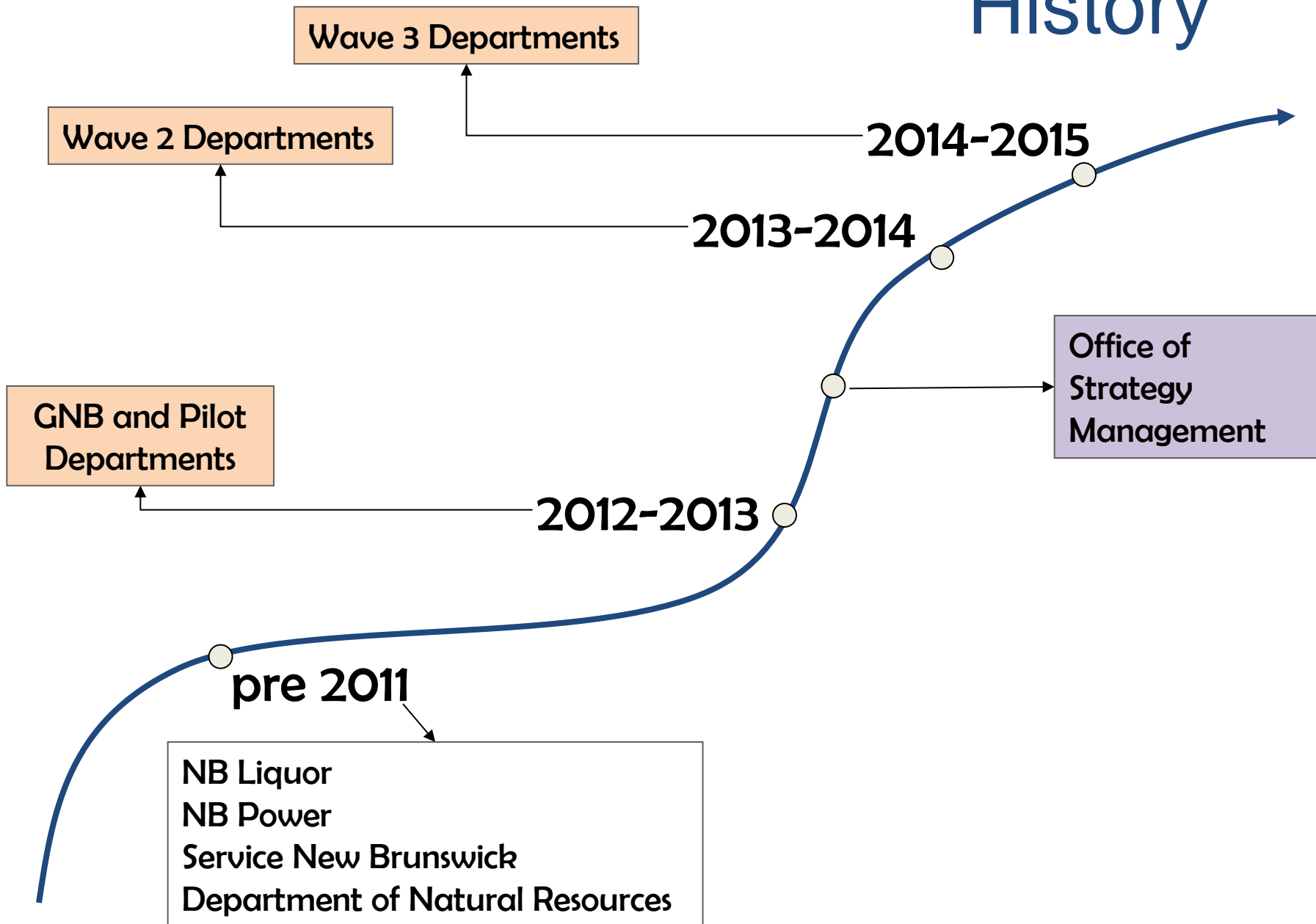
### Engagement Index



### ANBL Assessment Rate Assignments



# History

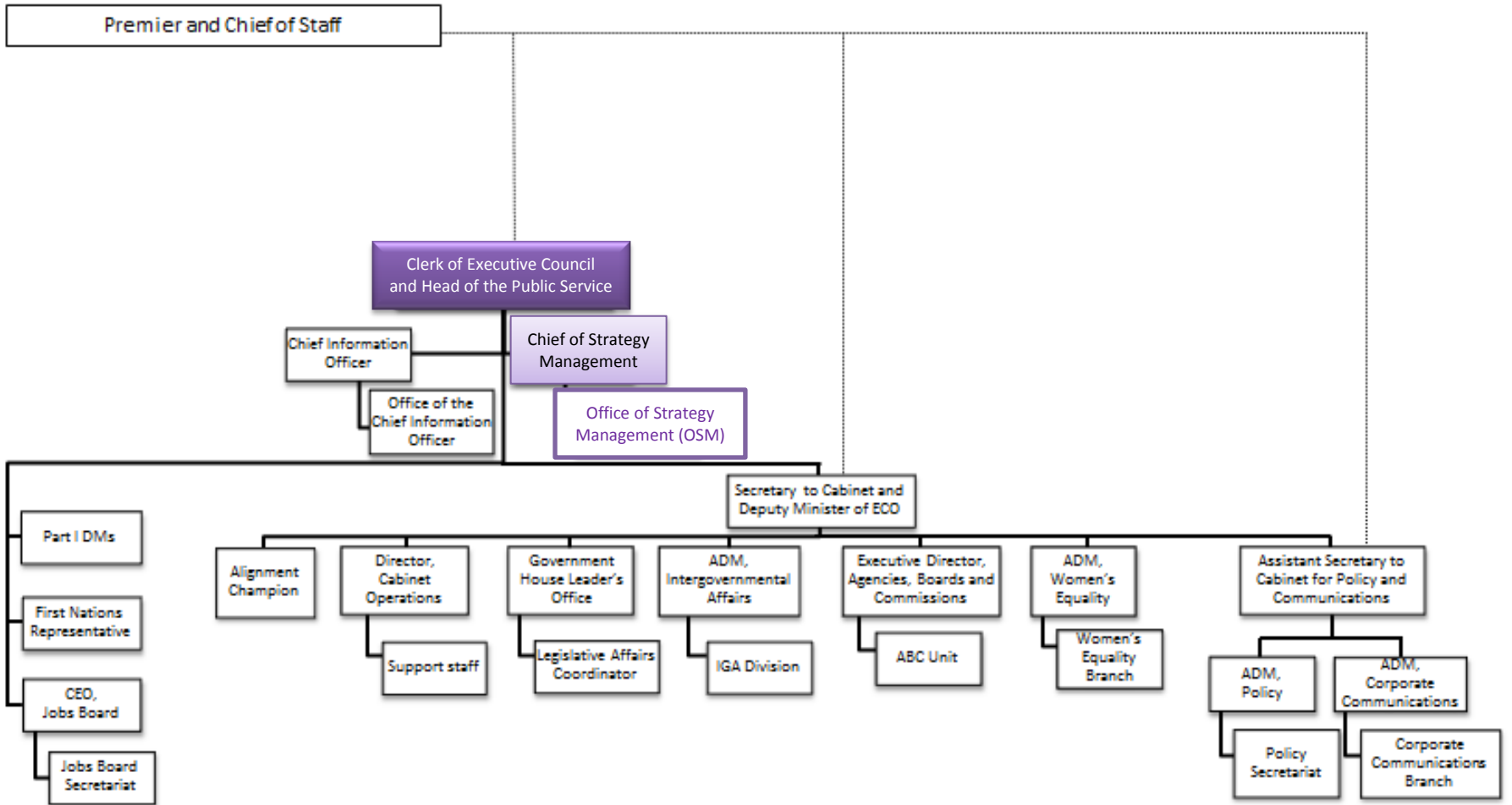


# Office of Strategy Management (OSM)

...responsible for developing the principles, methods and tools by which NB Government leaders can:

- enhance alignment and execution of strategy,
- drive improvement results,
- build a sustainable continuous improvement culture.





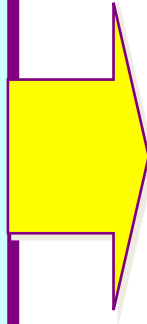
# 10 Critical success factors

1. Have an executive champion
2. Demonstrate what is possible in government
3. Initial framework – integrate best practices– don't wait for perfection

# The Strategic Change Journey

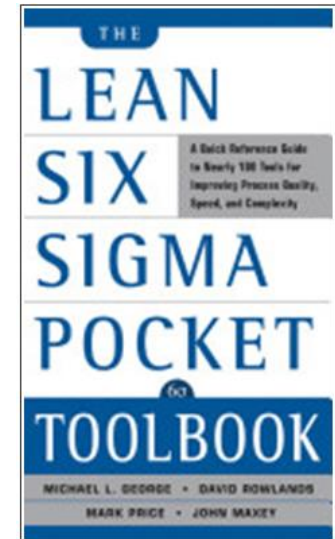
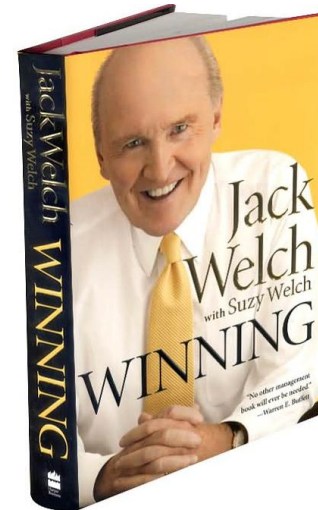
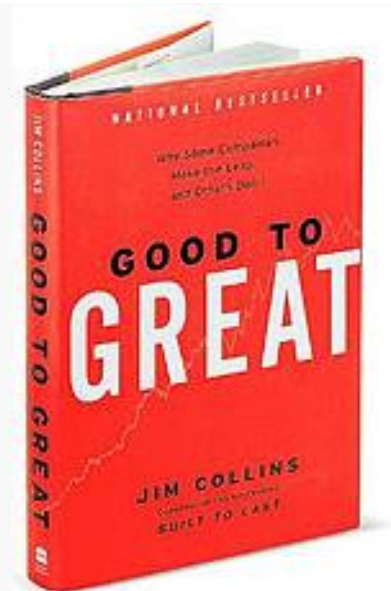
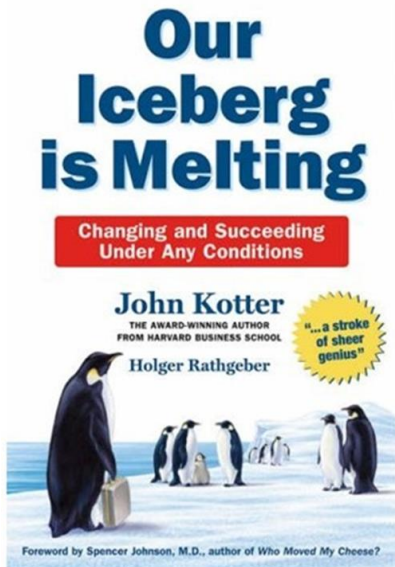
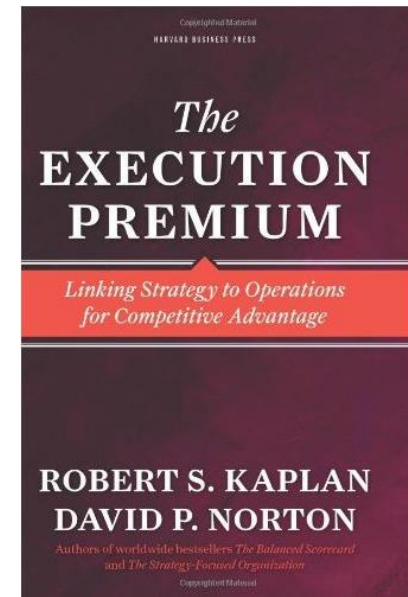
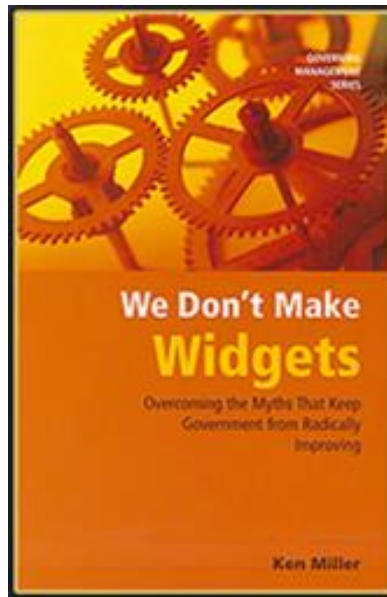
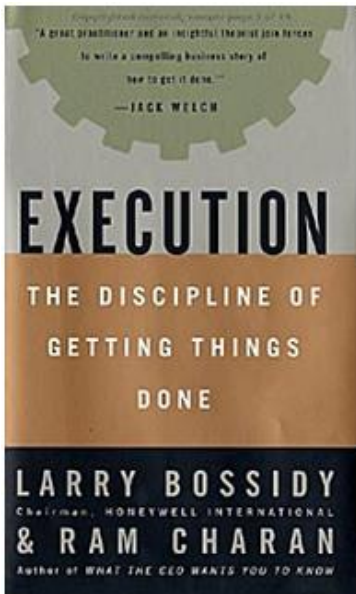
**“Less than 10% of strategies effectively formulated are effectively executed”**

➤ *Fortune Magazine*



**“In the majority of failures – we estimate 70% – the real problem isn’t bad strategy.... It’s bad execution.”**

➤ *“Why CEO’s Fail”, Fortune Magazine*



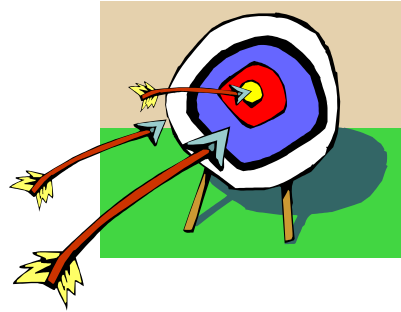
# Principles of High Performance:

1. Purpose is customer driven...  
...solve their problems.
2. 85% of problems are process (not people)...  
...deliver faster, better, cheaper.
3. Engage people...  
...involve employees, differentiate performance, develop leaders.

Initial Model

# Focusing for Results

**PRIORITIZE**



**EXECUTE**



**ENABLE**



+



+

**PERFORMANCE  
EXCELLENCE  
CULTURE**

# Balanced Scorecard



**Initial Schedule**

Identify GNB Strategy Review Steering Team  
Identify Core Team and BSC Train

Identify Early Adopter Depts. & Alignment Champions

Alignment Champions attend BSC Training  
Steering Team, Early Adopter DM + Team attend Managing for Performance Excellence workshop

Pilot Strategy & Scorecards, SOMIA, Cal of Commitments

BSC Expert Targets

Budget Year Begins  
PEP Maturity Audit  
Execute Pilot Strategy

GNB Strategy Map & Scorecard

**Lean 6σ Projects**

Sept Oct Nov Dec Jan Feb Mar Apr May

# Lean 6σ



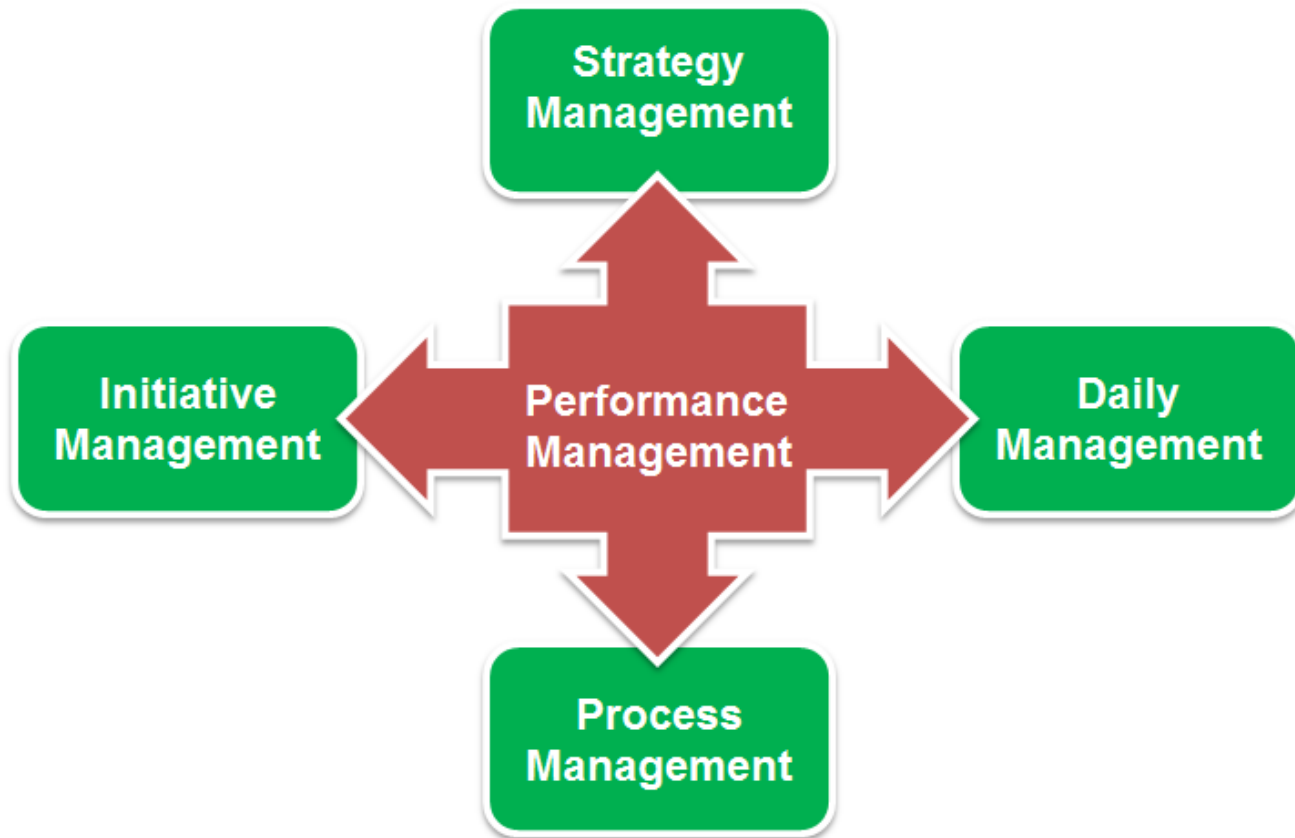
Identify Lean 6σ Training resource  
Develop HiPo Lean 6σ selection process  
Identify Master Blackbelt Candidate  
Select 15 employees for Lean 6σ Cert.  
**Identify 15 Strategic**

Lean 6σ Training and completion of 15 projects.....  
Master Black Belt Certification (12 months).....

Begin Lean 6σ project results tracking

.....Communication Plan.....

# GNB Formal Management System (FMS):





# 10 Critical success factors

1. Have an executive champion
2. Demonstrate what is possible in government
3. Initial framework – integrate best practices—  
don't wait for perfection
4. Partner with carefully selected pilots with  
committed leaders

# Departments (at time of launch)

## Wave I

- Environment & Local Government
- Natural Resources
- Service New Brunswick
- Transportation & Infrastructure
- Horizon Health Network
- Finance

## Wave II

- Justice & Attorney General
- Education and Early Childhood Development
- Agriculture, Aquaculture & Fisheries
- Public Safety
- Post-Secondary Training, Education & Labour
- Social Development
- New Brunswick Internal Services Agency

## Wave III

- Health
- Facilicorp NB
- Executive Council Office
- Economic Development
- Invest NB
- Healthy & Inclusive Communities
- Efficiency NB
- Human Resources
- Tourism, Heritage & Culture
- Energy & Mines

Government Management System  
Early Adopter Information Package

Version 1.0  
October 28, 2011

## 4.0 Requirements for Early Adopters

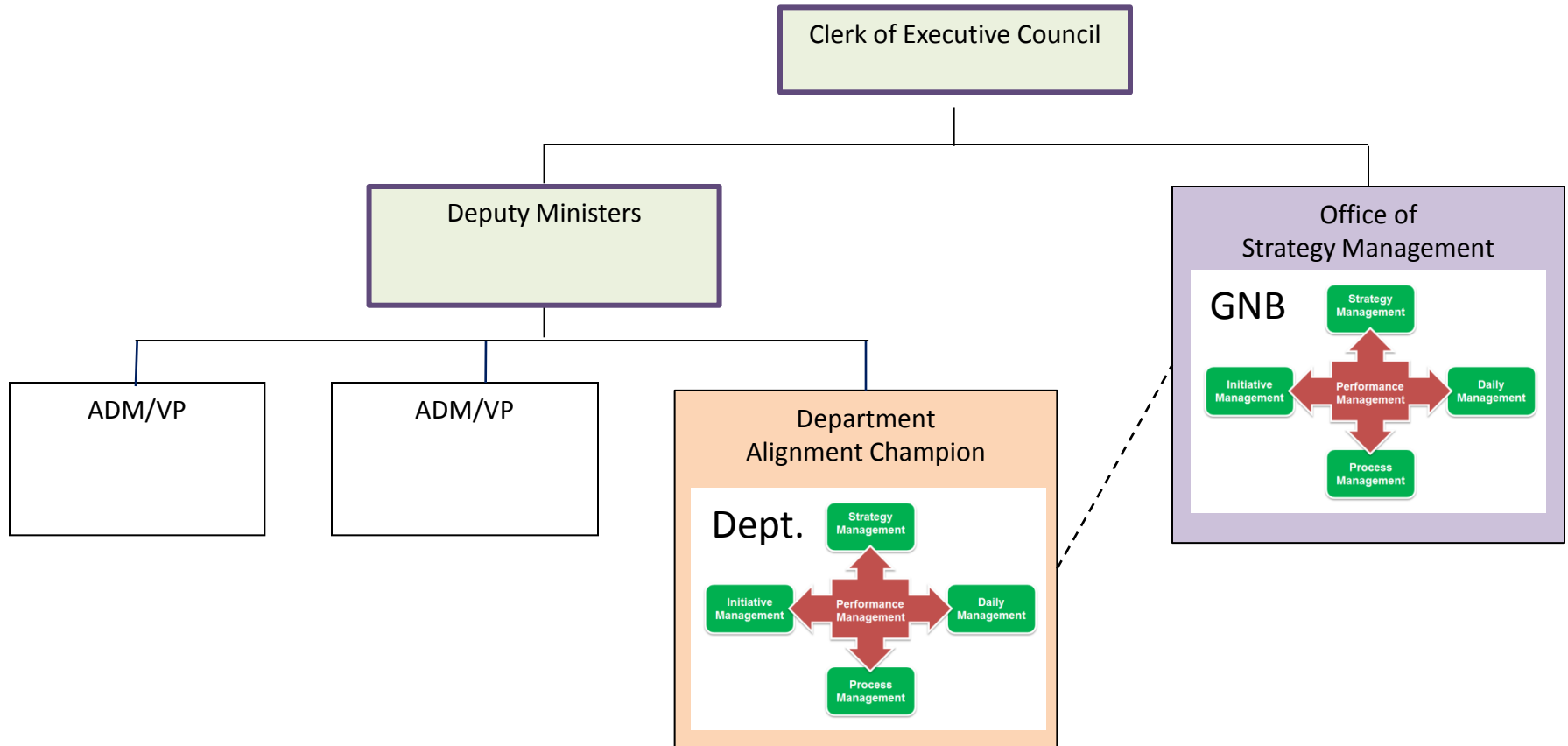
Early Adopter departments will demonstrate, by presentation, that they have:

- a) A leadership team committed to adopting a continuous improvement culture;
- b) A qualified employee for fulltime Alignment Champion;
- c) A number of qualified employees with potential to be fulltime Process Improvement Facilitators;
- d) The commitment to participate in the mandatory training sessions;
- e) Potential process improvement projects to be selected in December 2011/January 2012; and
- f) The funding to cover continuous improvement start-up costs.

# 10 Critical success factors

1. Have an executive champion
2. Demonstrate what is possible in government
3. Initial framework – integrate best practices—  
don't wait for perfection
4. Partner with carefully selected pilots with  
committed leaders
5. Select key staff for leadership potential to  
build sustainable capacity

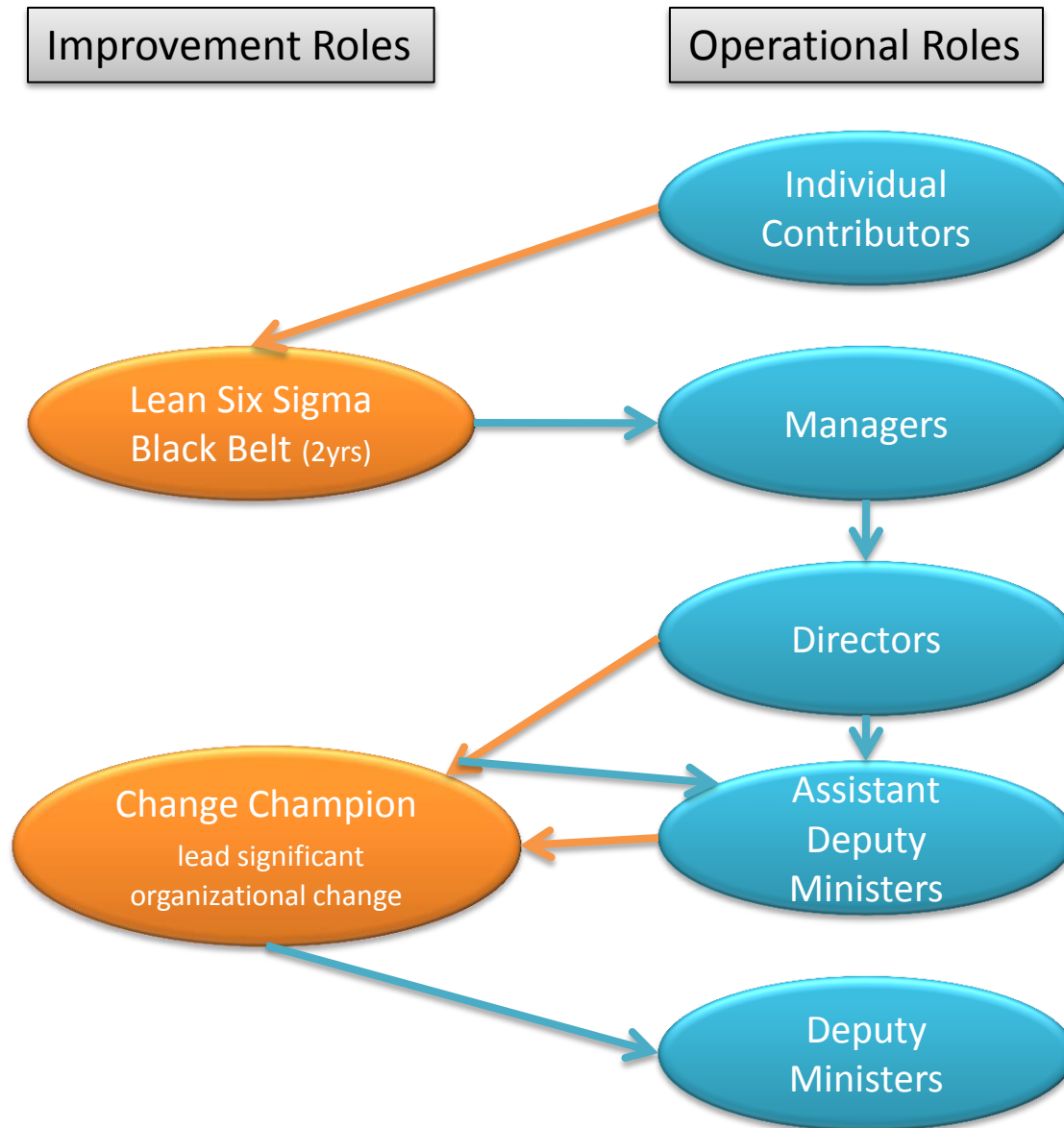
# Alignment Champion Network



# Build Capacity for Sustainability



# Cultural Sustainability = Building Improvement Leaders



# 10 Critical success factors

6. Evolve and improve the framework  
(Formal Management System)

7. Align organizational accountability

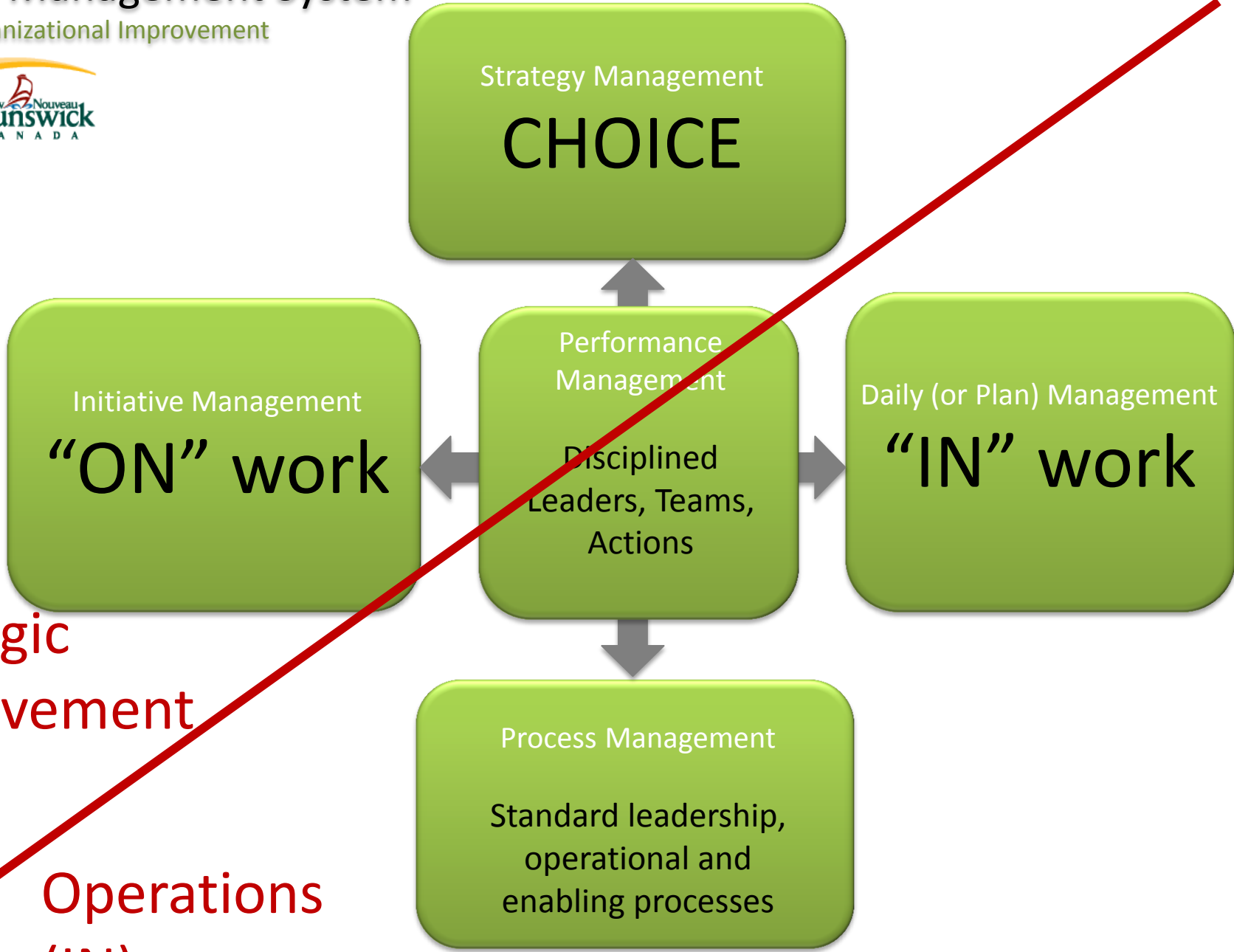


# GNB Formal Management System (FMS):



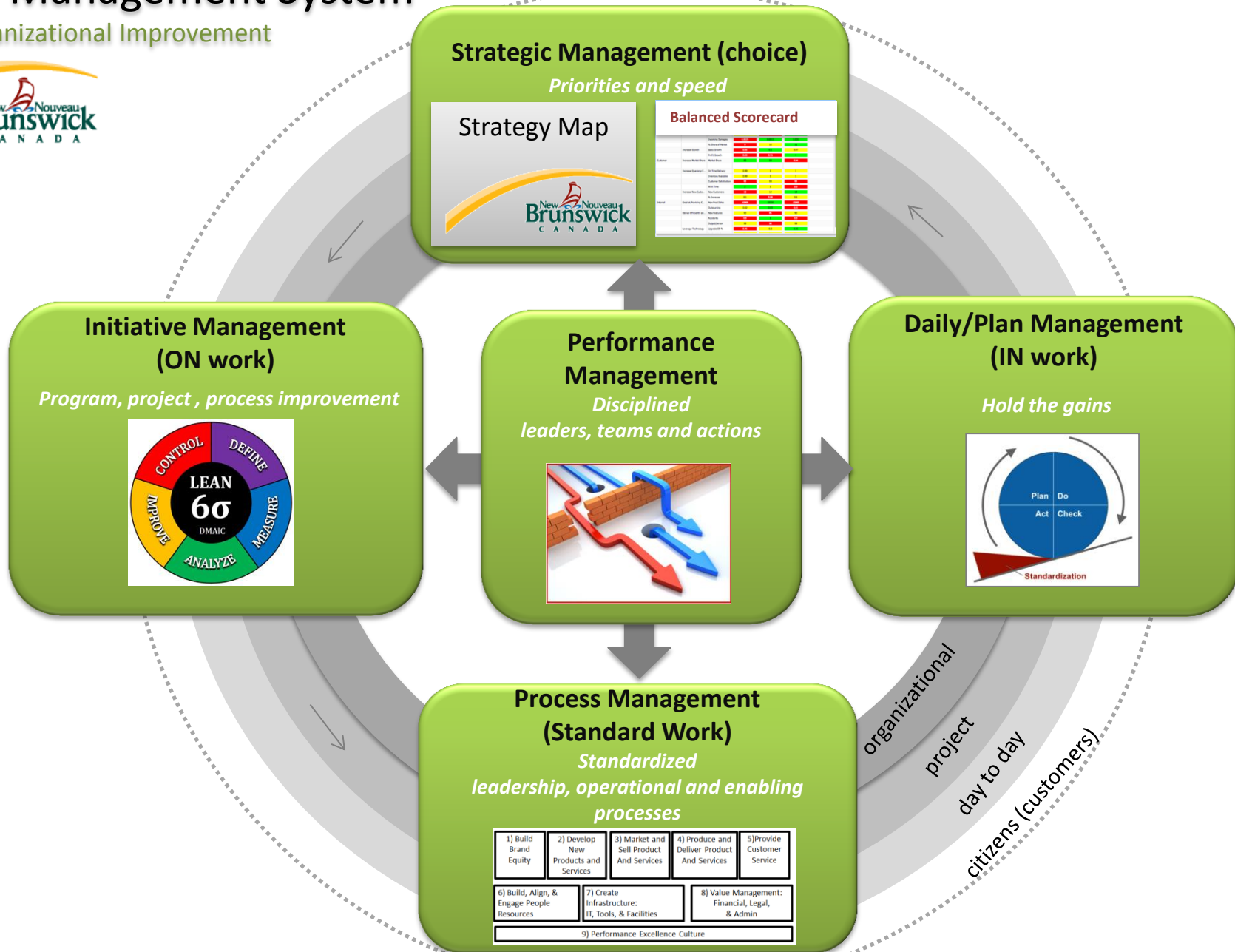
# Formal Management System

Driving Organizational Improvement



# Formal Management System

Driving Organizational Improvement



# Measuring to improve or control?



# Formal Management System

Driving Organizational Improvement



## CHOICE

Strategy Map

Balanced Scorecard

Category	Target	Actual	Status
Financial	100%	95%	Red
Customer	90%	85%	Red
Internal	80%	80%	Green
Learning & Growth	70%	70%	Green

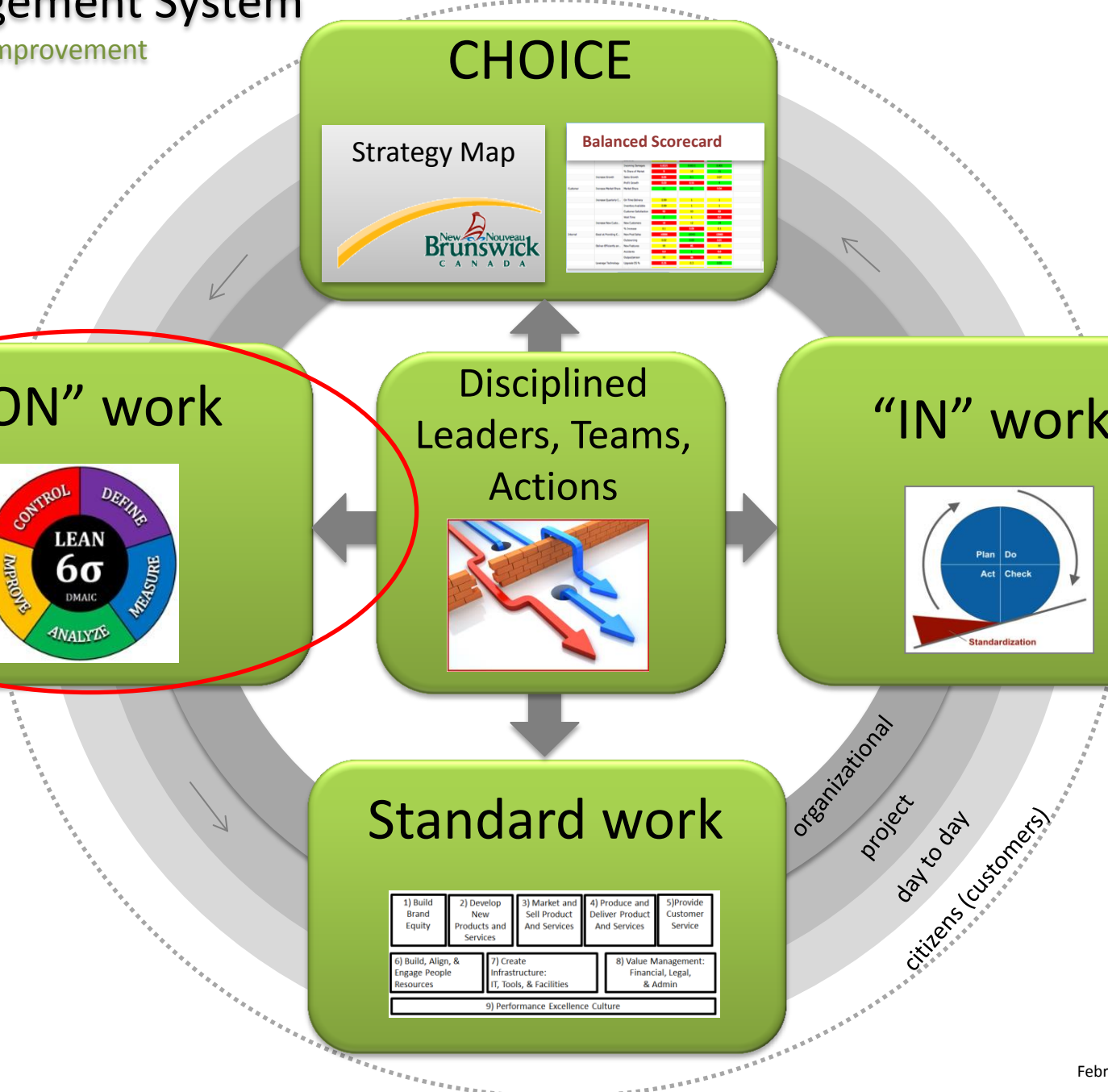
## "ON" work

## Disciplined Leaders, Teams, Actions

## "IN" work

## Standard work


1) Build Brand Equity	2) Develop New Products and Services	3) Market and Sell Product And Services	4) Produce and Deliver Product And Services	5) Provide Customer Service
6) Build, Align, & Engage People Resources	7) Create Infrastructure: IT, Tools, & Facilities	8) Value Management: Financial, Legal, & Admin		
9) Performance Excellence Culture				



# The DMAIC Cycle




better, faster, cheaper

A scenic view of a river flowing through a lush green forest. The river is the central focus, with water cascading over several large, dark rocks. The surrounding forest is dense and vibrant green, with some trees in the foreground showing small white flowers. The background shows a misty, hazy landscape with more forested hills under a soft, overcast sky. The overall atmosphere is peaceful and natural.

“Lean” is a systematic method for the elimination of waste (“Muda”) within processes and systems, from the perspective of the client who consumes a product or service.

A well designed process should flow like a river.



Six Sigma seeks to improve the quality of the output of a process by identifying and removing the causes of defects and minimizing variation.





# Improvement =

value of project

x

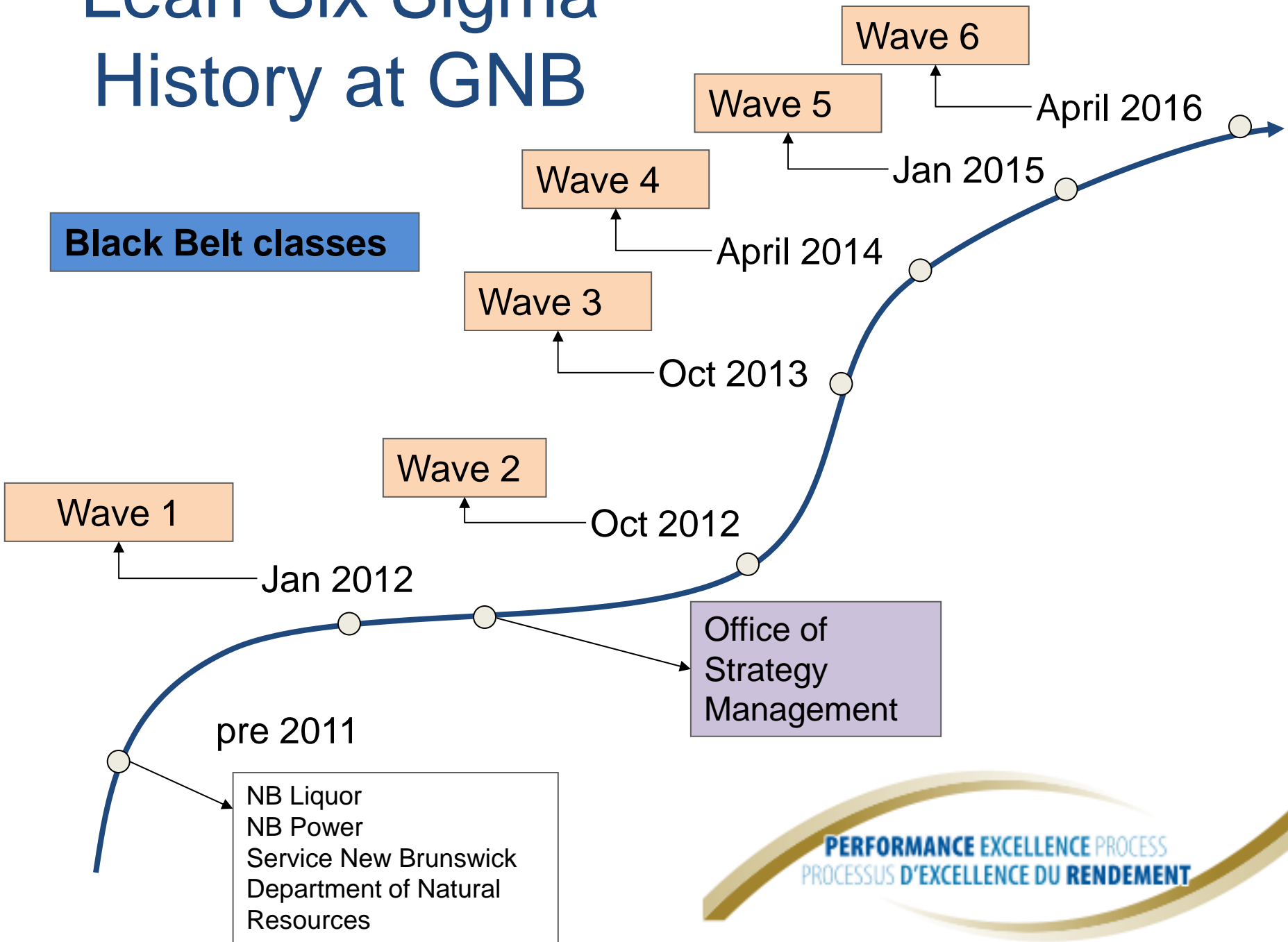
cycle time

x

# blackbelts

# Lean Six Sigma History at GNB

## Black Belt classes



# 10 Critical success factors

6. Evolve and improve the framework

(Formal Management System)

7. Align organizational accountability

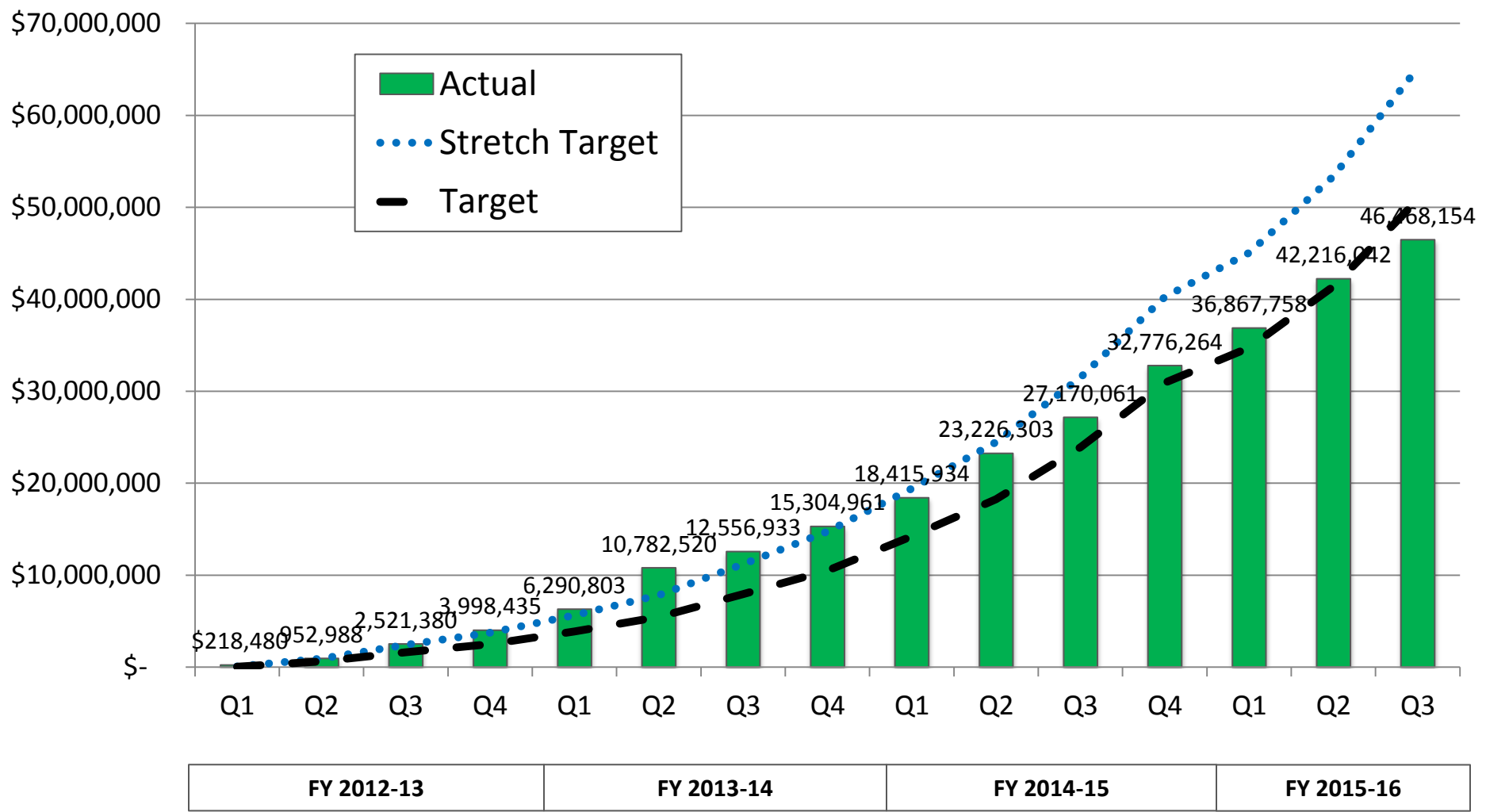
8. Get early successes

9. Deliver results = permission to carry on

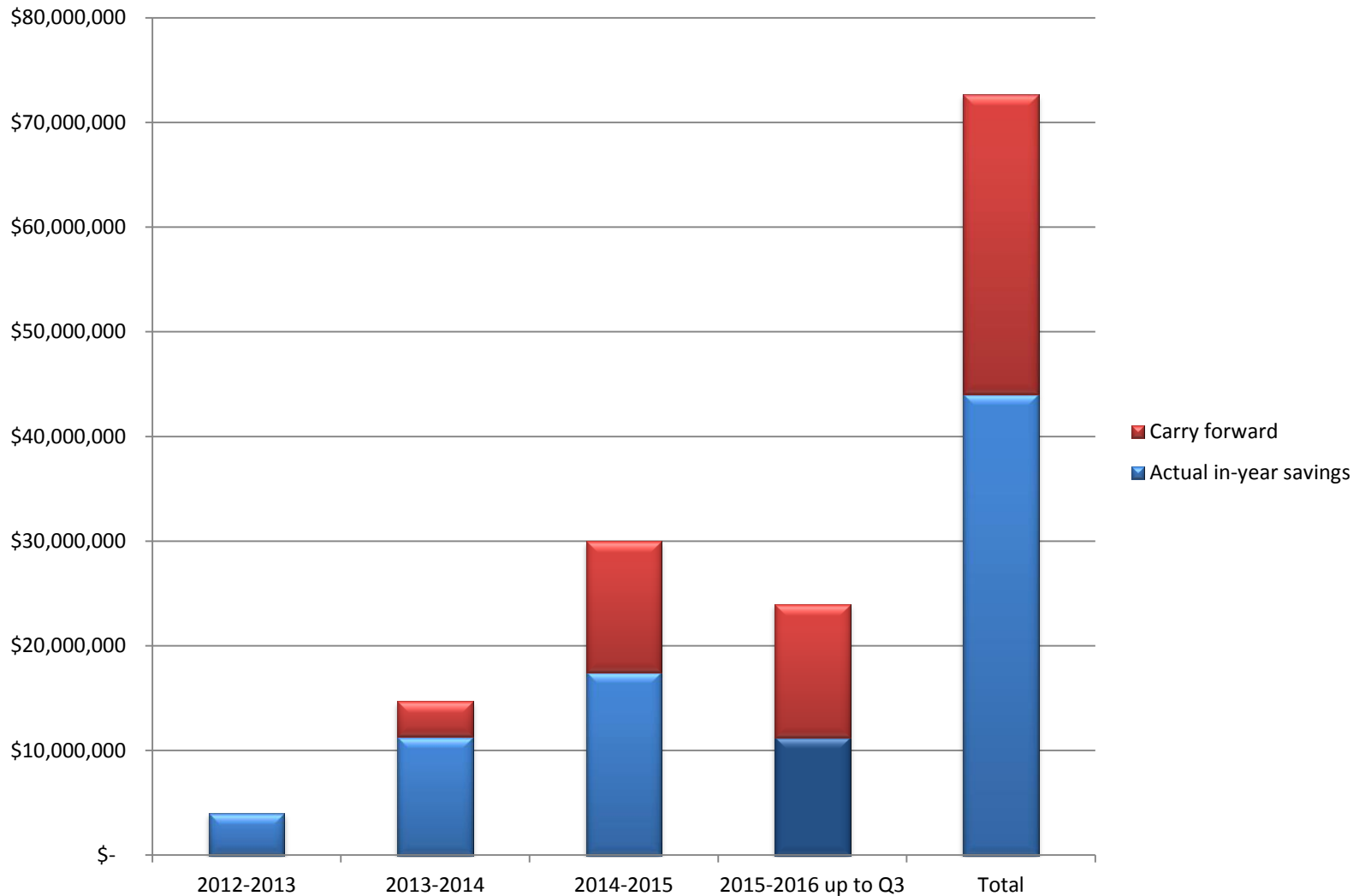


# Cumulative Hard Savings

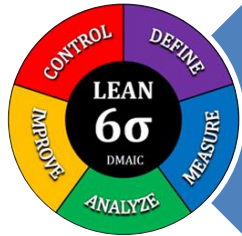
## Actual vs. Target



## LSS Savings - Cumulative including carry-forward savings (after 12 months reporting) \*to Dec 2015



# Projects



270+ projects



2300+ involved



Top \$ project  
\$1.58M

# GNB formal management system: How to drive Initiative and Action Plan success?

## 1. Charter:

- What is the problem?
- Need to “see” process to improve it.
- “A problem well defined is half solved.”

Lean Sigma DMAIC Project Charter				
Project Name:		Project Number:		
Strategic Objective(s):		Date:		
Business Unit:				
Estimated Hard Savings:		Expected Customer Benefits:		
Estimated Cost Avoidance/ Increase:		Productivity		
Project Champion:		Process Owner:		
Blackbelt:		Financial Contact:		
Project Schedule				
Define	Measure	Analyze	Improve	Control
Business Case				
Problem Statement:				
Undesirable Effects:				

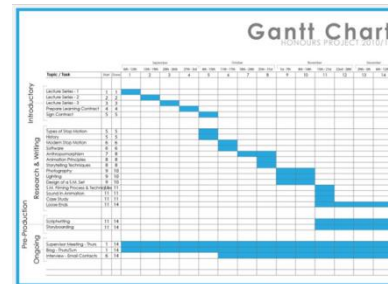
## 2. Leading Change Plan:

- Why we are doing it?
- Kotter’s 8 steps +
- Proven method



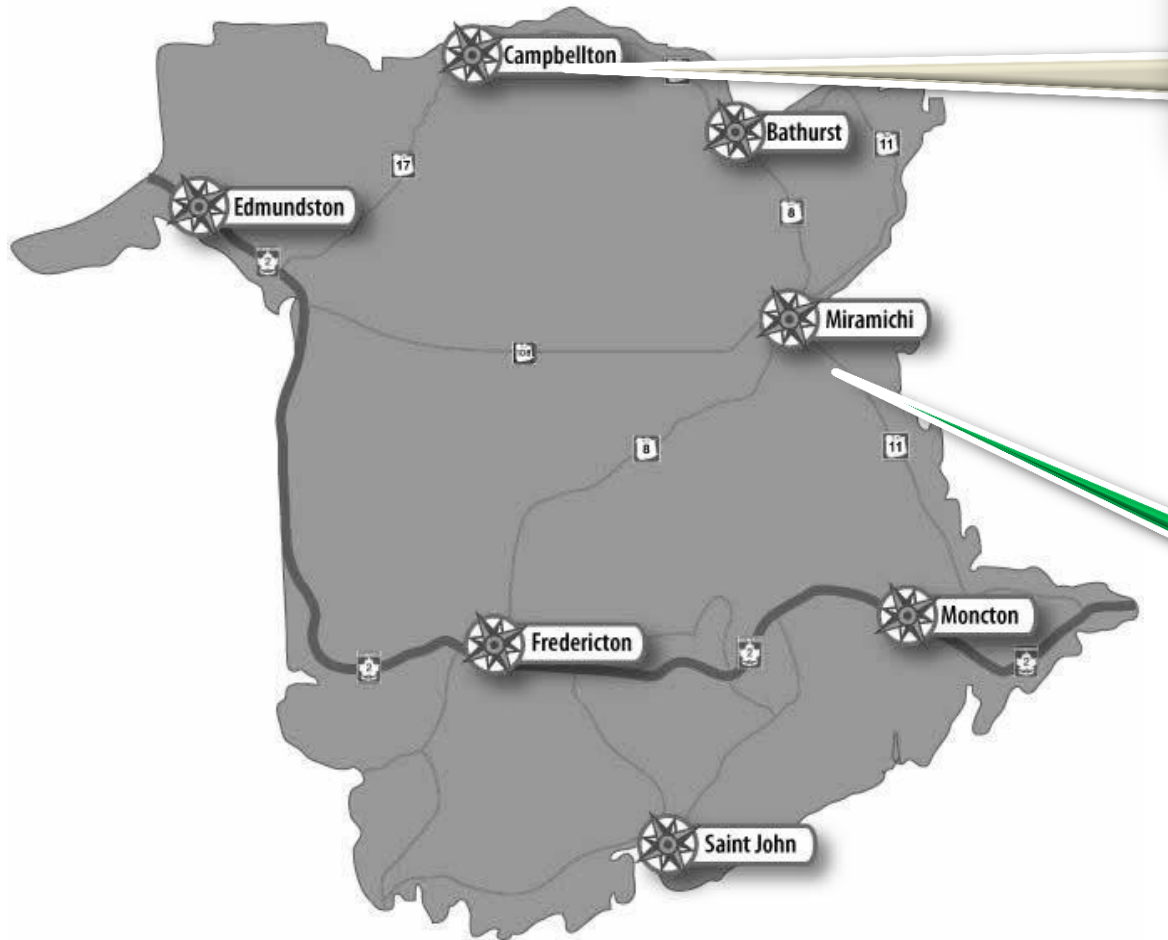
## 3. Project Plan:

- Who does what by when?
- Managing commitments and risks.





# Success through Lean Six Sigma projects...



## Sugarloaf Provincial Park



\$345,000 increased revenue  
(34% increase from base  
year)

## Asphalt Leveling



Work completed in 2  
months instead of 3;  
\$453,259 in procurement  
savings.

# Success through Lean Six Sigma projects...

Veterinary Pharmacy inventory

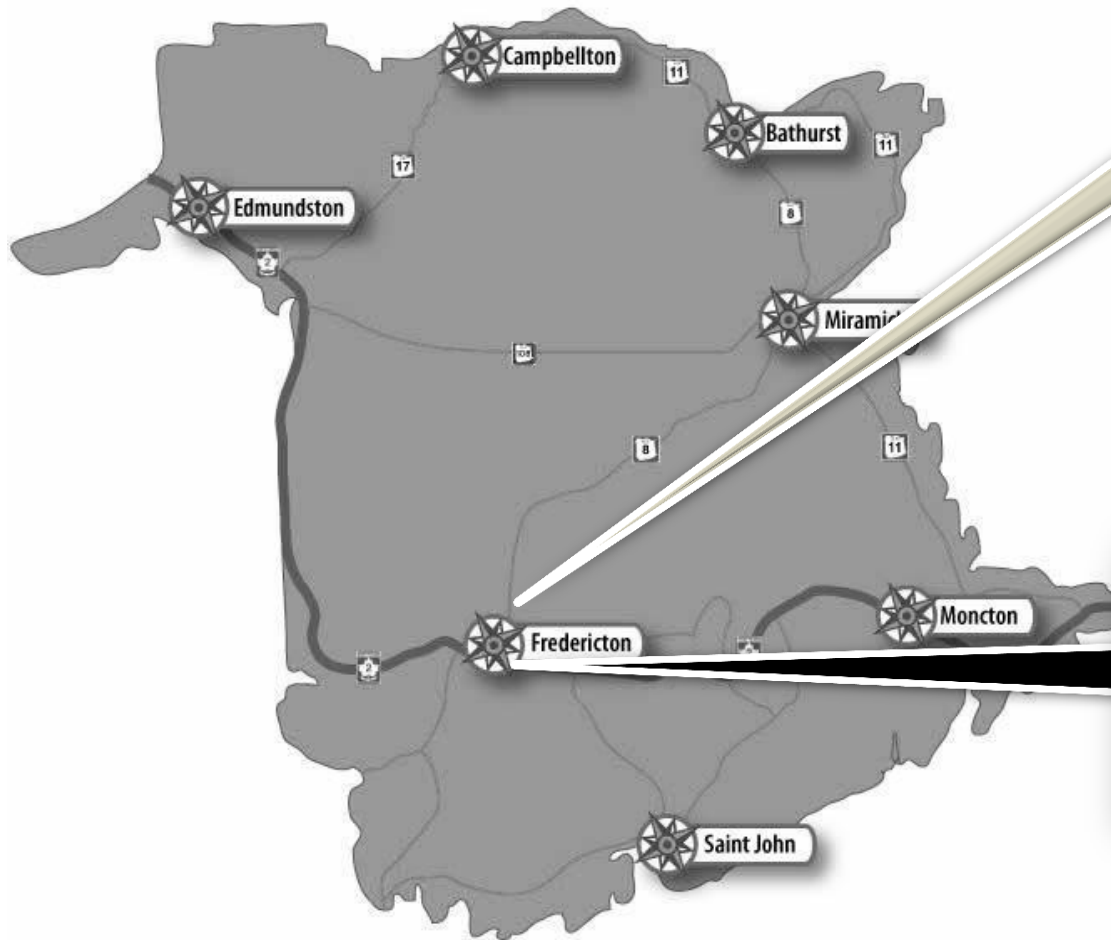


\$270,000 in hard savings

**Assessment Re-inspection Process**



\$ 330,000 hard savings;  
number of properties  
inspected increased



# Success through Lean Six Sigma projects...

**Routine ECG wait times**

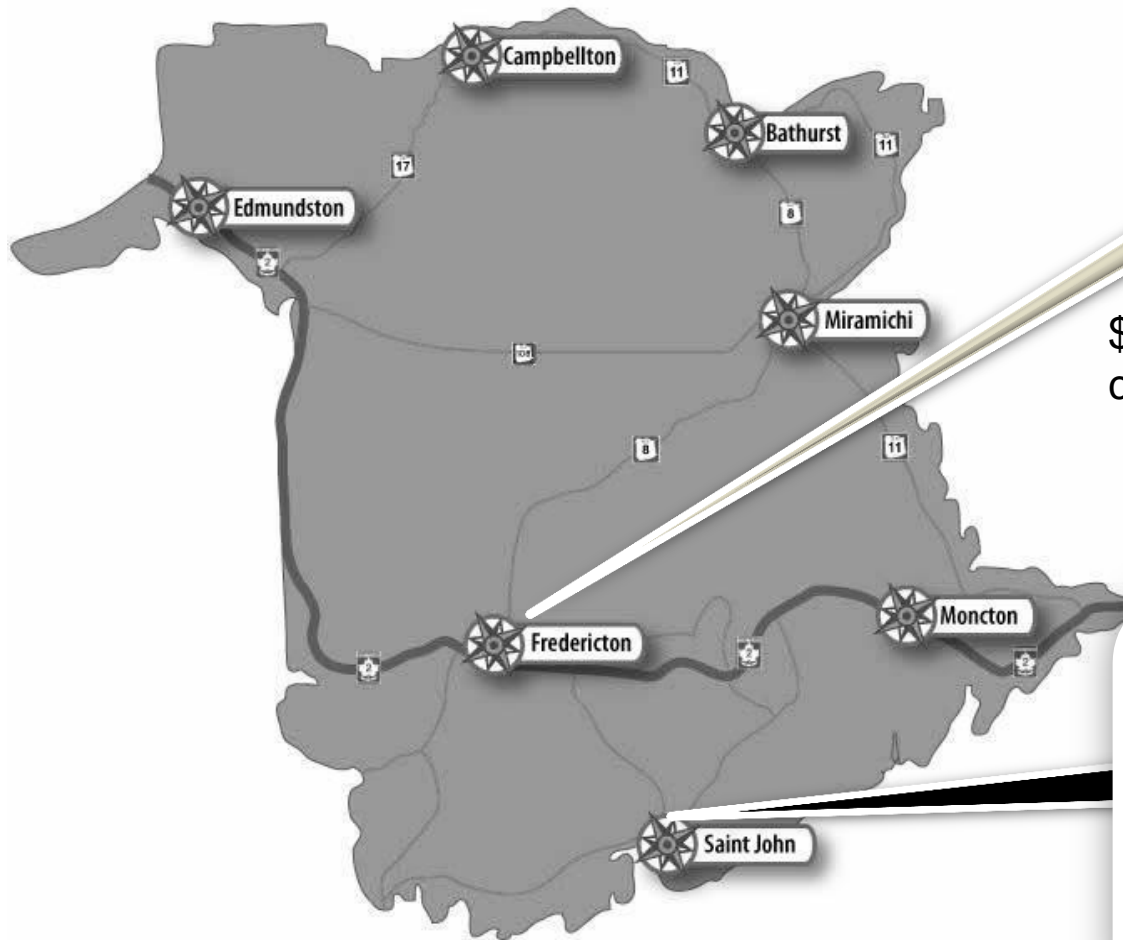


\$999,487 in savings; 35% increased compliance with Travel Policy

**Community Mental Health & Addiction Services**



Intake assessment wait period reduced from 14 to 3 business days

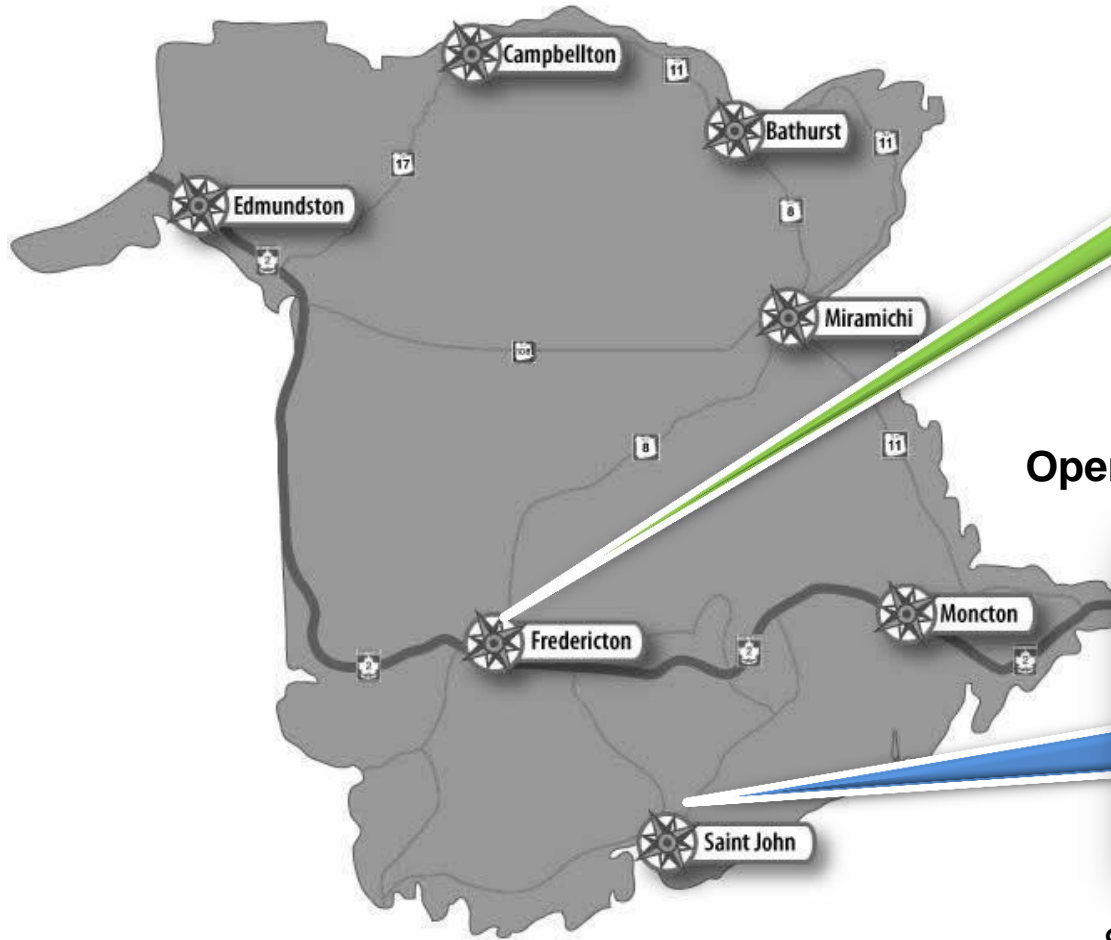


# Success through Lean Six Sigma projects...

Cash Balances at Regional Health Authorities & FacilitorpNB



Bank interest savings of \$719,900



Operating Room Supplies & Equipment



Savings of \$378,939 in first year

# 5S

## Department of Transportation and Infrastructure

**Problem:** When the Department of Transportation and the Infrastructure division of the former Department of Supply and Services merged, additional office space was required at the Kings Place head office.

**Solution:** To avoid leasing new office space, a 5S was conducted on existing office space.



Cost Avoidance  
=\$300,000  
per year

# Kings Place 5S

**Before**



**After**



# 5S

## Department of Natural Resources

**Problem:** Amalgamation of DNR district offices required movement of some staff, vehicles and equipment to other DNR office locations. In some cases, the DNR locations were not adequately equipped to receive the additional staff, vehicles and equipment.

**Solution:** Organized warehouses and created space to avoid building new storage spaces.



Cost  
Avoidance=  
\$980,000  
per year

# Waste Walks

**\$4,700,000+ hard savings**

**\$3,800,000+ soft savings**





# Waste Walks

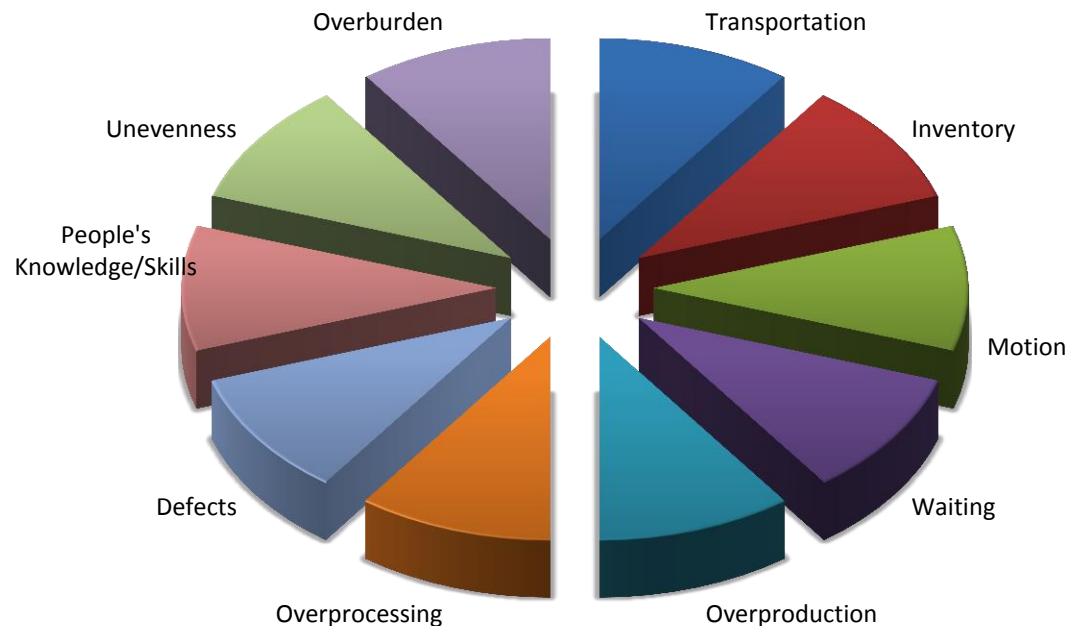
Process improvement accessible to all staff:

- Introductory training on Lean Six Sigma and wastes
- Coaching from Black Belt
- Formal report-outs at 30, 60, and 90 days



# Waste Walk

- High inventories
- Wasted materials
- Absenteeism
- Late deliveries
- Rework
- Invoices
- Returns to Suppliers
- Repackaging
- Inspecting
- Expediting
- Moving
- Counting
- Sorting
- Loading / Unloading
- Receiving Report



# Waste Walk: IV Lines

## Horizon Regional Health Authority

**Improvement:** Switched suppliers for purchase of 24,000 primary gravity IV lines per year.



Savings =  
\$87,000  
per year

# Waste Walk: Phone Contract

**Environment and Local Government** - Local Service District fire stations were added to the GNB contract and the rates decreased substantially.



Savings =  
\$26,000  
per year

PERFORMANCE EXCELLENCE PROCESS  
PROCESSUS D'EXCELLENCE DU RENDEMENT

# Waste Walk: Postage

## Service New Brunswick

Tape 2 boxes of licence plates together and ship at same cost as shipping 1 box!



Savings =  
\$16,800  
per year

# Waste Walk: Equipment

**Department of Transportation and Infrastructure** – Sold spare sweeps, wings and v-plows to Vehicle Management Agency (VMA) auction or for scrap.

\$40,050 from 1 yard; cancelled contract for new products for that year for cost avoidance savings of \$200k.



# Waste Walk: Interest Costs

**Department of Finance** – Changed the payment schedule to nursing homes from 3 days prior to due date to 1 day prior to the due date, saving interest costs.

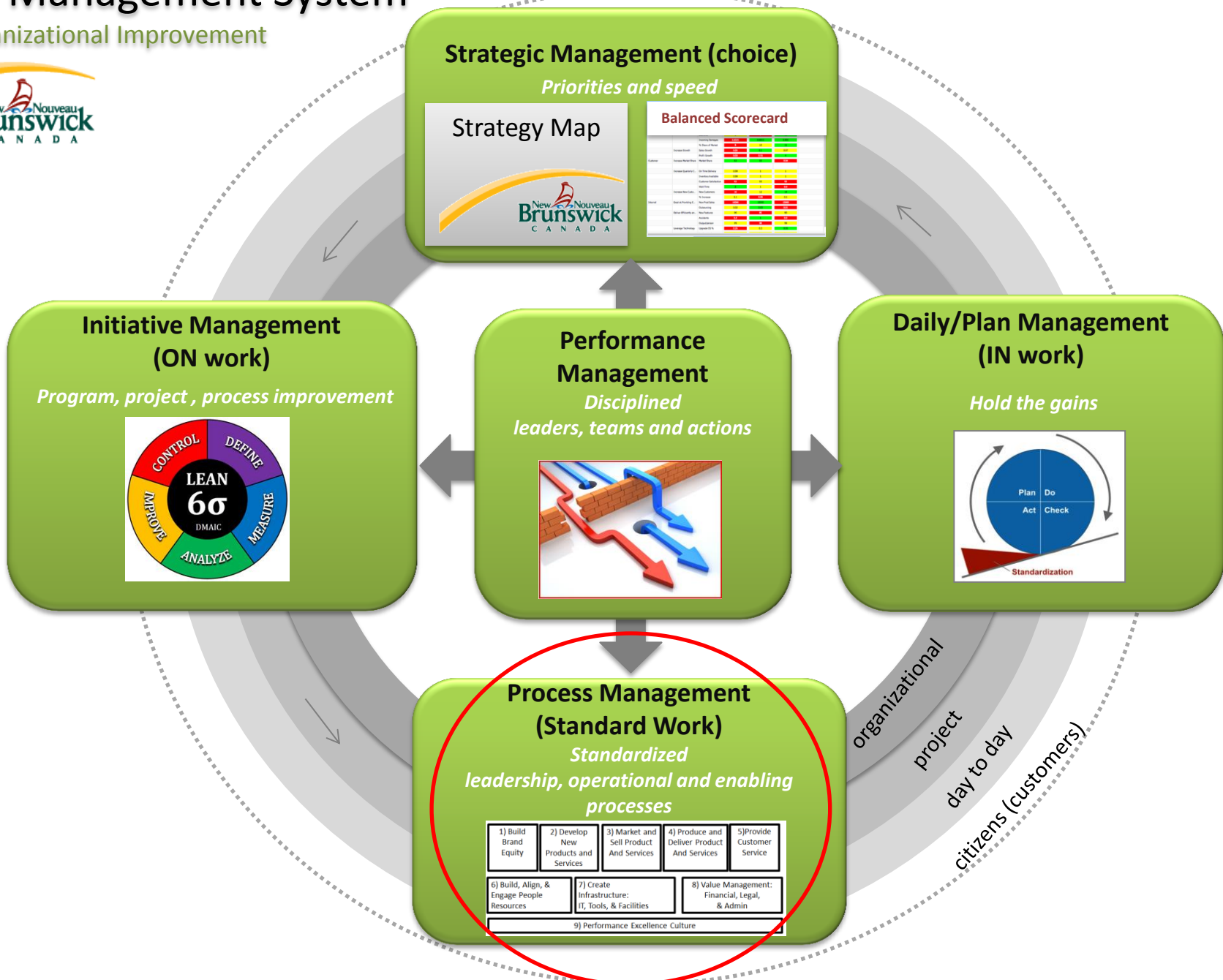


Savings =  
\$23,589  
per year

PERFORMANCE EXCELLENCE PROCESS  
PROCESSUS D'EXCELLENCE DU RENDEMENT

# Formal Management System

Driving Organizational Improvement



## Strategic Management (choice)

*Priorities and speed*

Strategy Map

Balanced Scorecard



Category	Target	Actual	Status
Financial Perspective	Revenue Growth	10%	Green
Customer Perspective	Customer Satisfaction	85%	Yellow
Internal Business Perspective	Operational Efficiency	90%	Green
Learning & Growth Perspective	Employee Engagement	75%	Yellow

## Initiative Management (ON work)

*Program, project, process improvement*



## Performance Management

*Disciplined leaders, teams and actions*



## Daily/Plan Management (IN work)

*Hold the gains*



## Process Management (Standard Work)

*Standardized leadership, operational and enabling processes*

- 1) Build Brand Equity
- 2) Develop New Products and Services
- 3) Market and Sell Product And Services
- 4) Produce and Deliver Product And Services
- 5) Provide Customer Service
- 6) Build, Align, & Engage People Resources
- 7) Create Infrastructure: IT, Tools, & Facilities
- 8) Value Management: Financial, Legal, & Admin
- 9) Performance Excellence Culture

organizational  
project  
day to day  
citizens (customers)



# Processes – Standard Operating Procedures

**START** →



1. Wet hands



2. Soap (20 seconds)



3. Scrub backs of hands, wrists, between fingers, under fingernails.



4. Rinse



5. Towel dry



6. Turn off taps with towel

## HAND WASHING STEPS

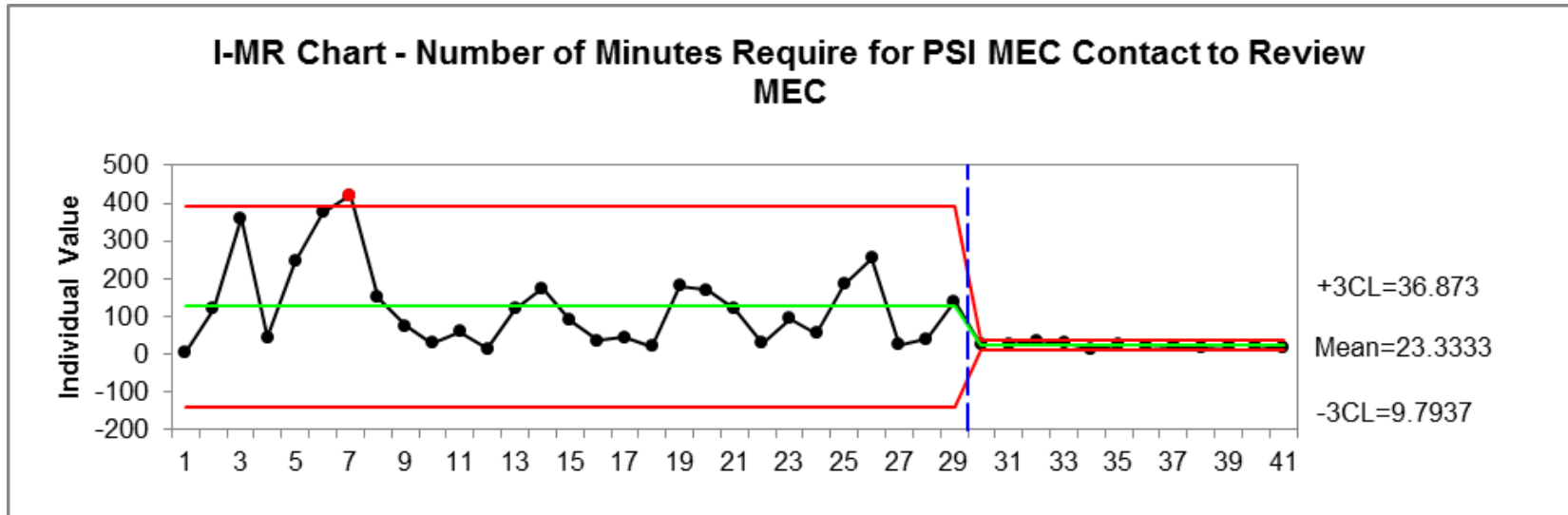
MGR. STANDARD WORK BOARD

WEEK OF: 5/16 - 5/20

SECTION MANAGER DAILY TASKS	MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY						
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM					
COMM. WITH MGR. ON PREV. SHIFT	✓	K	✓	L	✓	K		K		K	✓				
STAFF LINES	✓	A	✓	E	✓	A		A		A	A				
CHECK EMAIL / START UP TOPICS	✓	I	✓	D	✓	I		I		I	C				
MGR. COMM. MEETING	✓	Z	✓	N	✓	Z		Z		Z	A				
START UP / ANNOUNCEMENTS	✓	E	✓	S	✓	E		E		E	T				
AUDIT SAFETY & QUALITY	✓	N	✓	S	✓	N		N		N	I				
RECOGNITION	✓	I	✓	A	✓	I		I		I	O				
PERFORMANCE DIALOGUE (X2)	✓	I	✓	I	✓	I		I		I	N				
AUDIT FLOW AREAS	✓	I	✓	N	✓	I		I		I	I				
UPDATE MIRC SCHEDULE	✓	I	✓	I	✓	I		I		I	I				
UPDATE TIME & COMM. RECORDS	✓	I	✓	I	✓	I		I		I	I				
UPDATE STAFFING BOARD	✓	I	✓	I	✓	I		I		I	I				
COMM. W/ MGR. ON NEXT SHIFT	✓	I	✓	I	✓	I		I		I	I				
AREA MGR. DAILY TASKS	AUDIT MGR. DAILY WORK		AUDIT SCHEDULING		AUDIT SCHEDULING		AUDIT SCHEDULING		AUDIT SCHEDULING		AUDIT SCHEDULING				
	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F



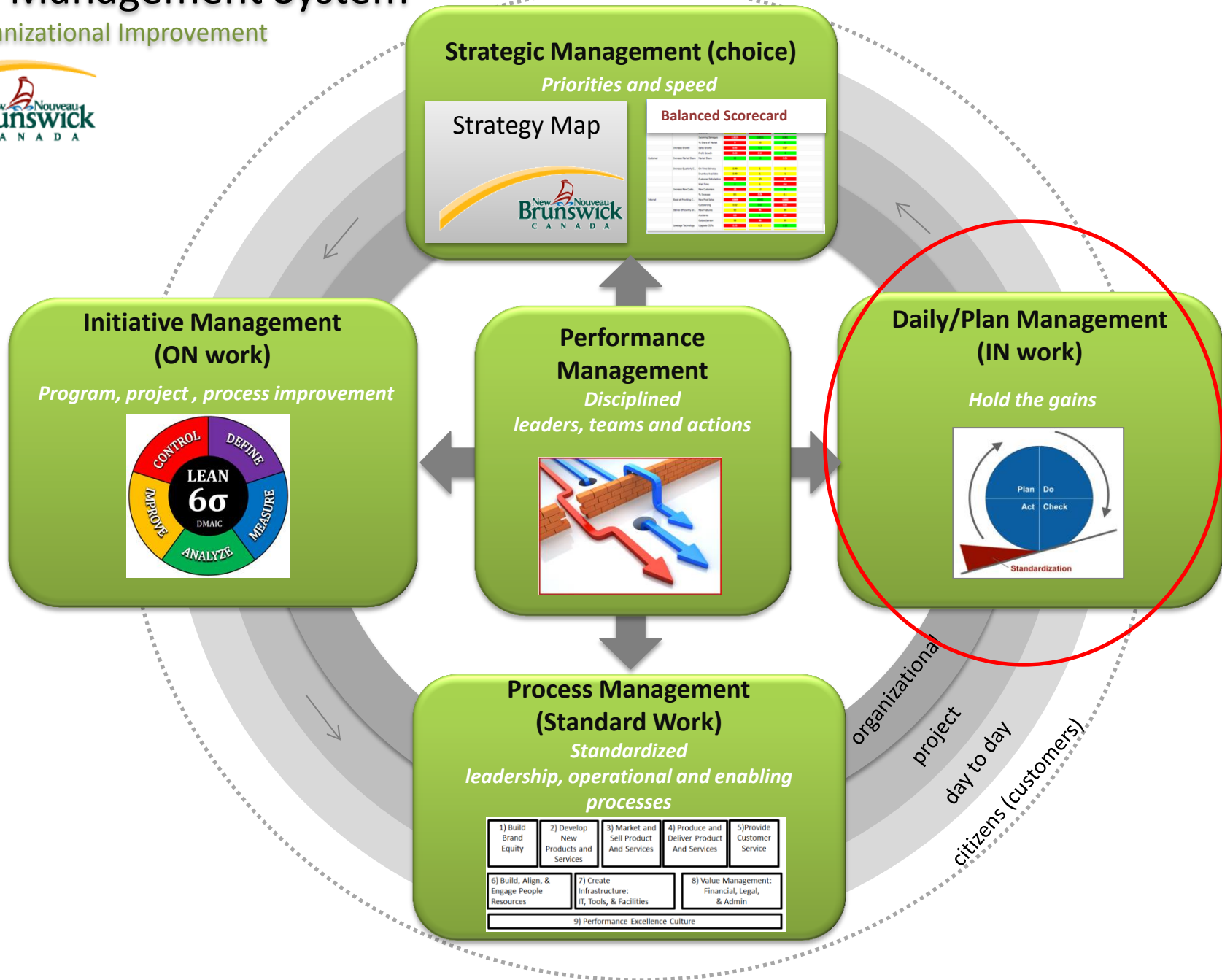
# MEC Processing Time



- Achieved 82% improvement.

# Formal Management System

Driving Organizational Improvement



- |  |   |  |   |                             |
|--|---|--|---|-----------------------------|
| 1) Build Brand Equity                      | 2) Develop New Products and Services              | 3) Market and Sell Product And Services        | 4) Produce and Deliver Product And Services | 5) Provide Customer Service |
| 6) Build, Align, & Engage People Resources | 7) Create Infrastructure: IT, Tools, & Facilities | 8) Value Management: Financial, Legal, & Admin |   |                             |
| 9) Performance Excellence Culture          |   |  |   |                             |

# Daily Management

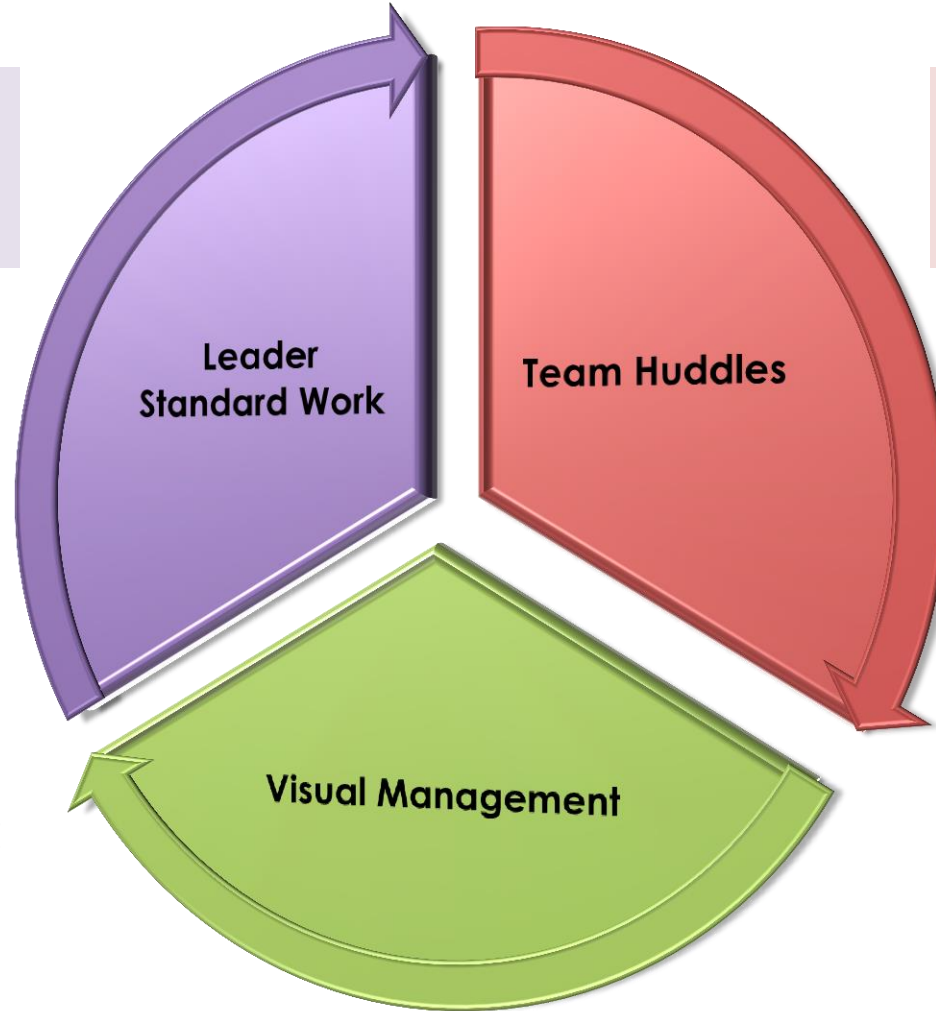
A **focused team** approach to **regularly** monitor and **improve** work.



# Daily Management – How to do it!

Standard structure for management to monitor, coach and report on progress of the team.

A regular, short meeting with process team to discuss metrics.



A Display Board including visual measurements against targets.

**All 3 pieces fit together like a wheel...if one piece is missing it will not turn...**

# Daily Management –Career Development Opportunities (CDO) Team

- Implemented in the summer of 2015
- The CDO team is focused on two key metrics
- Key metrics are connected to 4 Balanced Scorecard Measures
- Metrics are improving
- The team is implementing improvement ideas to improve their work processes

"We delight in the beauty of the butterfly, but rarely admit the changes it has gone through to achieve that beauty."  
- Maya Angelou

Significant Milestones  
Number of State Resolutions  
enacted in 2011



More People Working  
Percentage of GA state economy  
a wage earner

More People Working  
Median estimated wage of state  
earning a wage while working  
state economy

"Nobody can go back and start a new beginning, but anyone can start today and make a new ending."  
- Albert Einstein

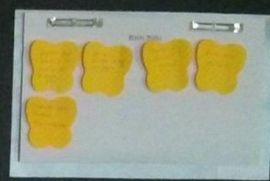
# THE TRANSFORMERS

Quick Hits      Just Do It      Projects



Plan / Do

Check / Act



In Progress

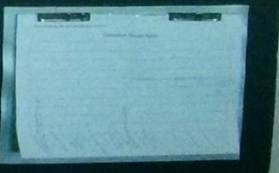
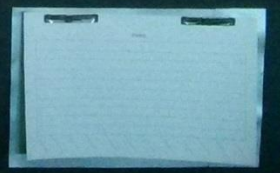
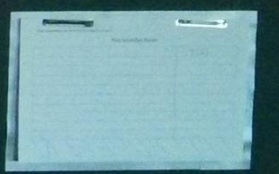
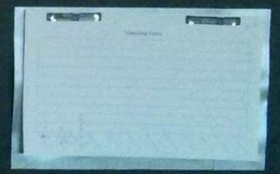
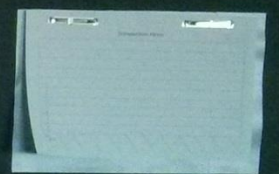
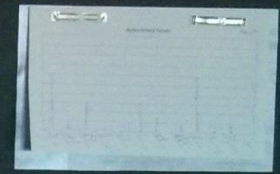
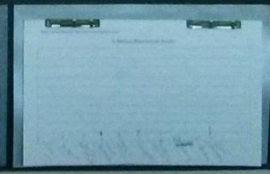
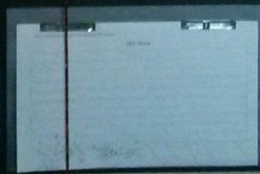
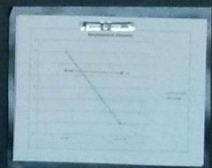
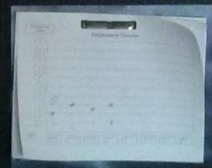
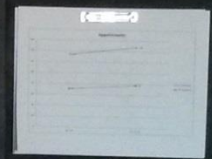
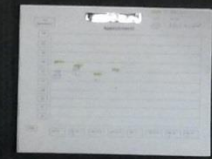
Completed

Future Projects

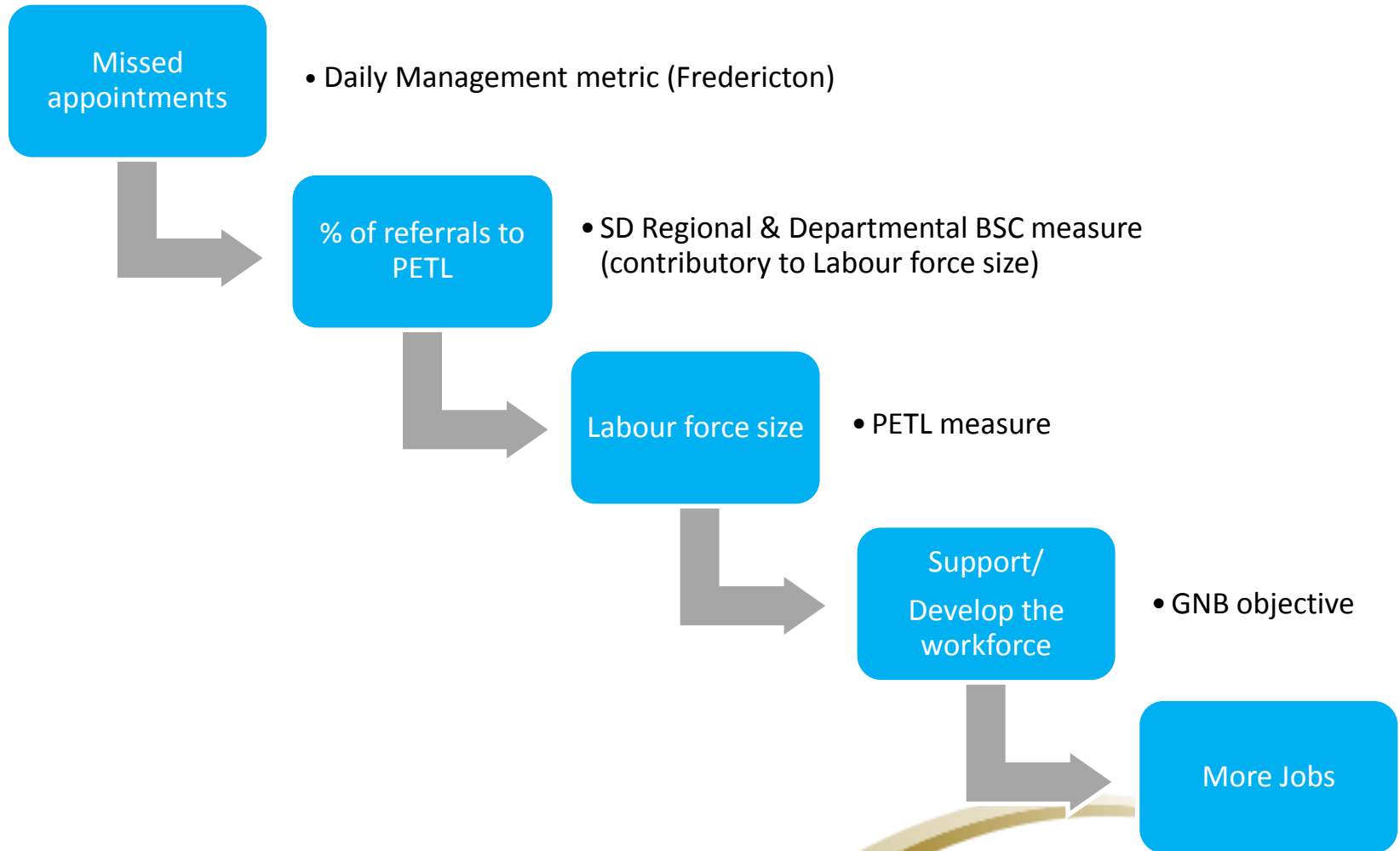
Successes

Document with text, possibly a letter or report.

Document with text, possibly a letter or report.



# Alignment





# Quarterly results, Q3

	<b>2014-2015 # of referrals to PETL</b>	<b>2015-2016 # of referrals to PETL</b>
<b><u>Region 1</u></b>	522 (18.1%)	467 (16.3%) <b>-11%</b>
<b><u>Region 2</u></b>	329 (7.8%)	310 (7.8%) <b>-6%</b>
<b><u>Region 3</u></b>	364 (13.8%)	<b>521 (19.7%)</b> <b>+43%</b>

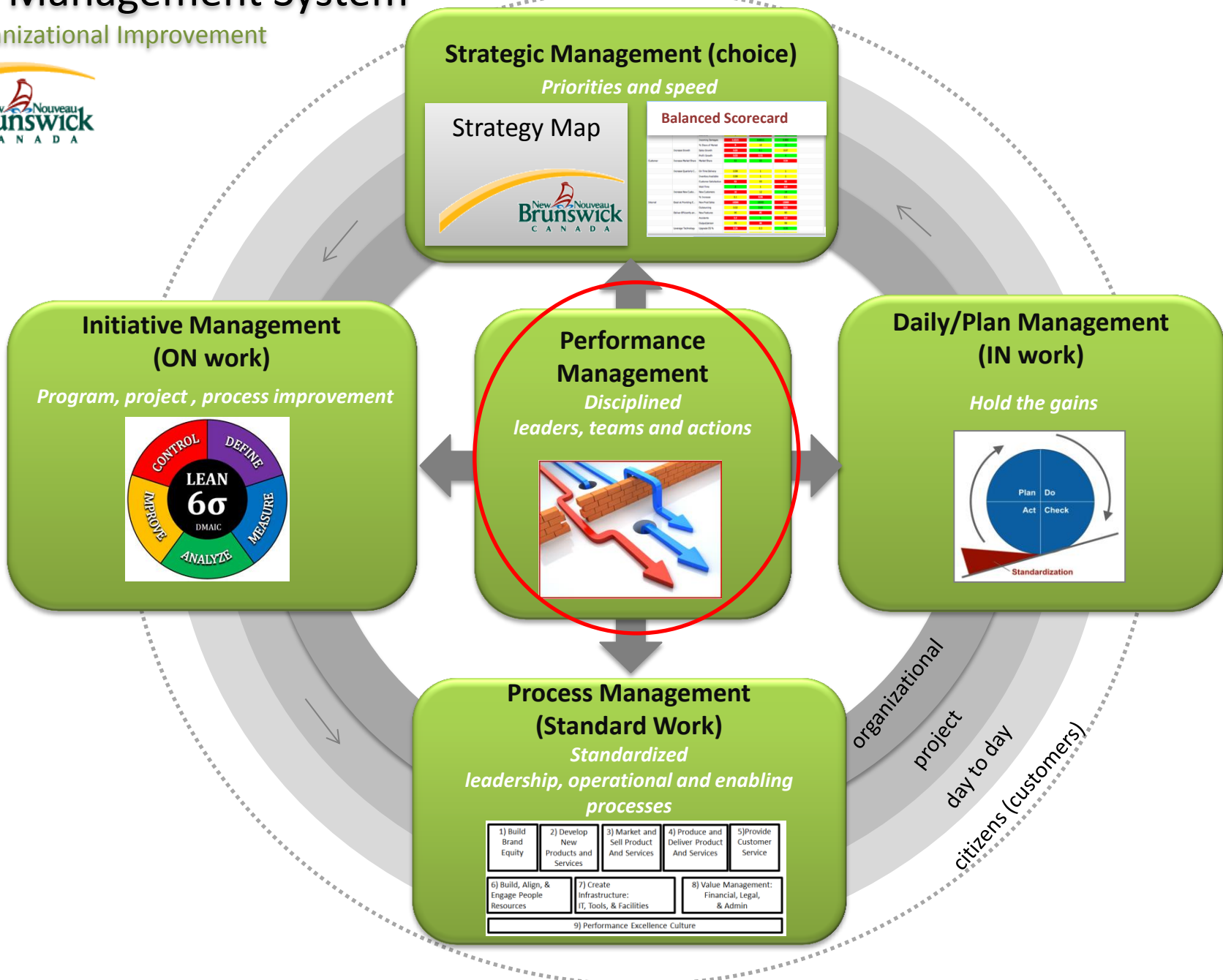
Region 3-Fredericton



PERFORMANCE EXCELLENCE PROCESS  
PROCESSUS D'EXCELLENCE DU RENDEMENT

# Formal Management System

Driving Organizational Improvement



## Strategic Management (choice)

*Priorities and speed*

Strategy Map

Balanced Scorecard



Category	Target	Actual	Variance
Financial	Revenue Growth	10%	5%
Customer	Customer Satisfaction	85%	10%
Internal Business	Operational Efficiency	90%	5%
Learning & Growth	Employee Engagement	75%	15%

## Initiative Management (ON work)

*Program, project, process improvement*



## Performance Management

*Disciplined leaders, teams and actions*



## Daily/Plan Management (IN work)

*Hold the gains*



## Process Management (Standard Work)

*Standardized leadership, operational and enabling processes*

- 1) Build Brand Equity
- 2) Develop New Products and Services
- 3) Market and Sell Product And Services
- 4) Produce and Deliver Product And Services
- 5) Provide Customer Service
- 6) Build, Align, & Engage People Resources
- 7) Create Infrastructure: IT, Tools, & Facilities
- 8) Value Management: Financial, Legal, & Admin
- 9) Performance Excellence Culture


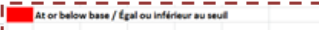


organizational  
project  
day to day  
citizens (customers)

# Quarterly Performance Review Meetings

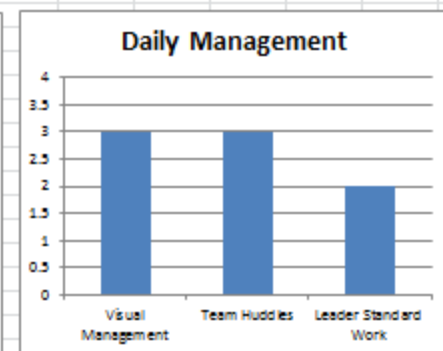
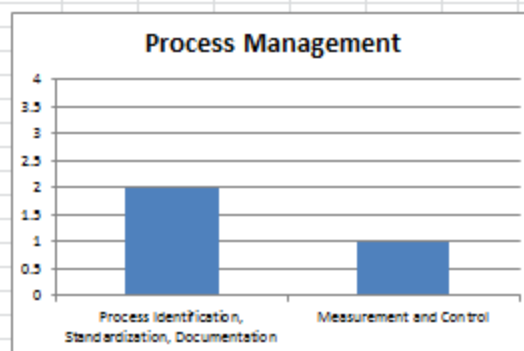
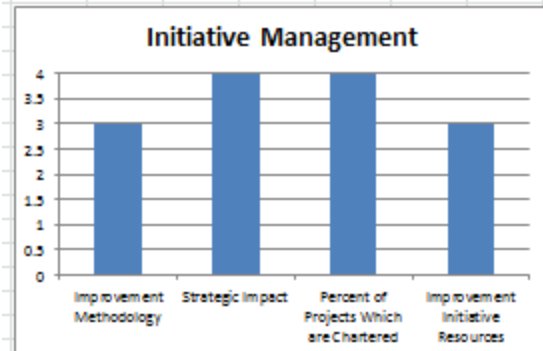
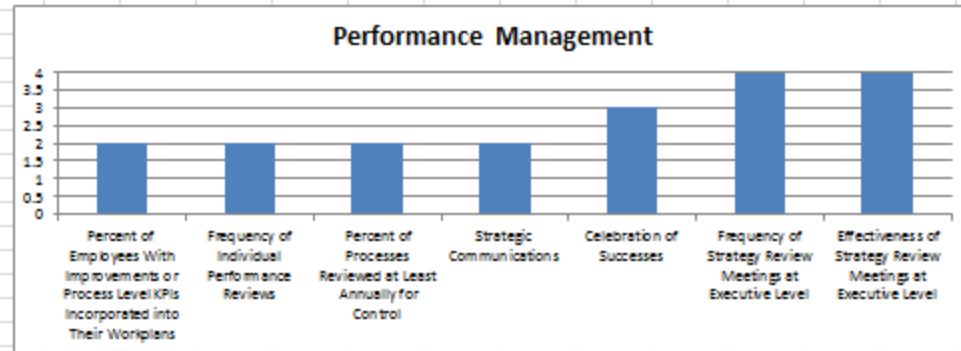
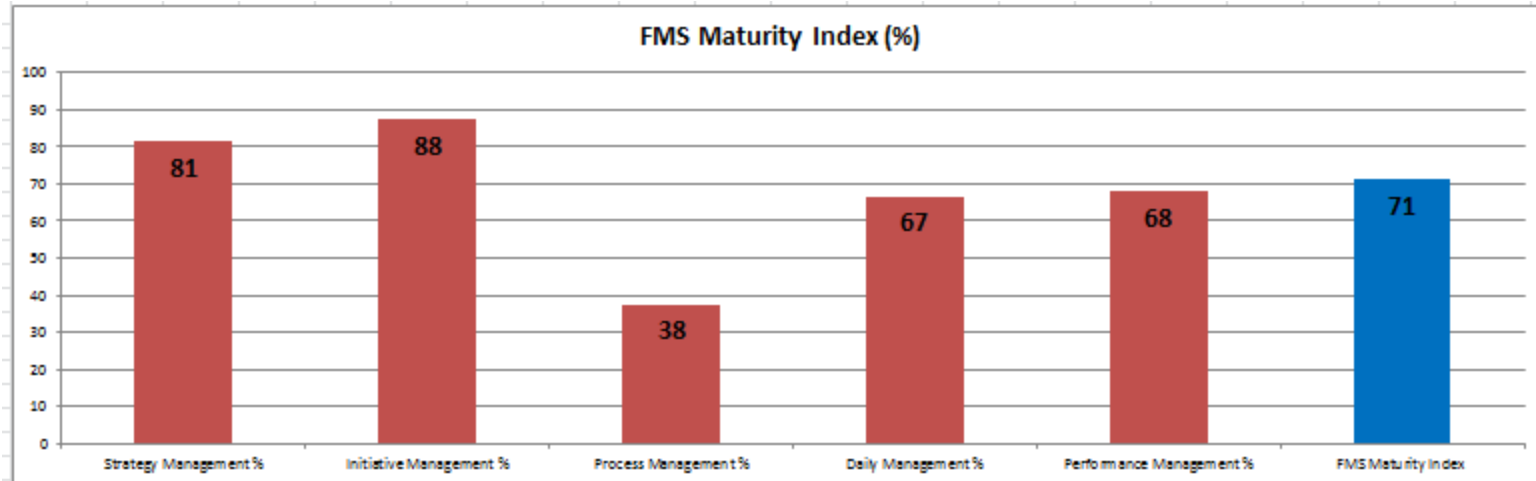
1. Overview of GNB BSC Measure Performance
2. Strategy Execution Barriers
  - Review on track and off track measures and initiatives
  - Discussion and decisions
3. Successes to recognize
  - What happened, who did it, how should we recognize?
4. Review of Readiness Heat Sheet
5. Feedback on the meeting

## To develop, communicate and review our strategy / Pour élaborer, communiquer et examiner notre stratégie

### 2016-2017 Department Calendar of Commitments - ENGLISH / Calendrier des résultats relatifs aux engagements des ministères - FRENCH

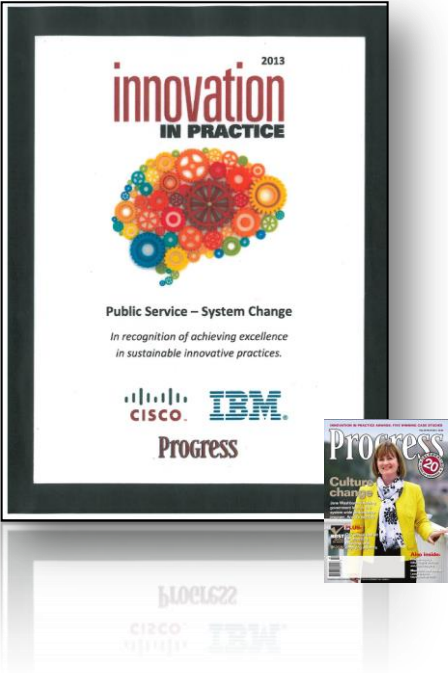
Name of Event/Activity/Action	Nom de l'activité ou de la mesure	Responsibility	Responsible	Apr/Avr	May/Mai	Jun/Juin	Jul/Juill.	Aug/Août	Sep/Sept.	Oct/Oct.	Nov/Nov.	Dec/Déc.	Jan/Janv.	Feb/Févr.	Mar/Mars
<b>Monthly Commitments / Engagements mensuels</b>															
Review Department SOMIA	Examen du SOMIA des ministères	DMr with Respective Team	Lor SM avec leurs équipes respectives	-	-	-	-	-	-	-	-	-	-	-	-
Review Department Balance & Score card	Examen du tableau de bord équilibré des ministères	DMr with Respective Team	Lor SM avec leurs équipes respectives	-	-	-	-	-	-	-	-	-	-	-	-
Review Calendar of Commitments	Examen du calendrier des engagements	DMr with Respective Team	Lor SM avec leurs équipes respectives	-	-	-	-	-	-	-	-	-	-	-	-
Lean Six Sigma Status Review With Executive Team	Examen par l'équipe de la haute direction de l'état de Lean Six Sigma	Alignment Champion, with Project Champions, Process Owners and Executive Team, as per Accountability Process (click on green box for link process)	CH, conjointement avec le champion du projet, les responsables du processus et l'équipe de haute direction, conformément au processus de responsabilité (cliquer sur la case verte pour un lien au processus)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Quarterly Commitments / Engagements trimestriels</b>															
Assess PEP maturity using standard assessment tool	Évaluation de la maturité du PER au moyen de l'outil d'évaluation standard	Alignment Champion to coordinate	CH (coordination)			Q1			Q2			Q3			Q4
Provide quarterly department BSC results to ECO	Envoi du tableau de bord équilibré des ministères au BCE	Alignment Champion to coordinate	CH (coordination)	Q4			Q1			Q2			Q3		
Provide quarterly department SOMIA results to ECO	Envoi du SOMIA des ministères au BCE	Alignment Champion to coordinate	CH (coordination)	Q4			Q1			Q2			Q3		
DMr to review Department results with leadership team	Examen des résultats du ministère pour les SM et l'équipe de direction	Deputy Minister / Alignment Champion	Lors du ministère (SM) et le CH		Q4			Q1			Q2			Q3	
DMr to review GNB results with leadership team	Examen des résultats du GNB par les SM et l'équipe de direction	Deputy Minister / Alignment Champion	Lors du ministère (SM) et le CH		Q4			Q1			Q2			Q3	
Carcade (to next level) the review of Department results	Transmission en carcade des résultats des ministères (d'un niveau à l'autre)	Leadership Team	Lor équipes de direction		Q4			Q1			Q2			Q3	
Carcade (to next level) the review of GNB results	Transmission en carcade des résultats du GNB (d'un niveau à l'autre)	Leadership Team	Lor équipes de direction		Q4			Q1			Q2			Q3	
Communicate Department results with all staff	Communication aux employés des résultats des ministères	All Deputy with Respective Team	Lor SM avec leurs équipes respectives		Q4			Q1			Q2			Q3	
Communicate GNB results with all staff	Communication aux employés des résultats du GNB	All Deputy with Respective Team	Lor SM avec leurs équipes respectives		Q4			Q1			Q2			Q3	
Department BSC results posted in employee work area	Affichage du TBE du ministère dans les aires de travail des employés	All Deputy with Respective Team	Lor SM avec leurs équipes respectives		Q4			Q1			Q2			Q3	
GNB BSC results posted in employee work area	Affichage du TBE du GNB dans les aires de travail des employés	All Deputy with Respective Team	Lor SM avec leurs équipes respectives		Q4			Q1			Q2			Q3	
Celebration / team recognition event (communication of results)	Célébration et activités de reconnaissance des équipes (communication des résultats)	All Deputy with Respective Team	Lor SM avec leurs équipes respectives	-	-	-	-	-	-	-	-	-	-	-	-
Lean Six Sigma Project Presentation	Présentation des projets Lean Six Sigma	Alignment Champion to coordinate, Process Owners to Present	CH (coordination); responsables du processus (présentation)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Annual Commitments / Engagements annuels</b>															
Prepare refreshed department Strategy Map for next fiscal year	Suqestion d'un schéma stratégique des ministères actualisé en prévision du prochain exercice financier	DM/AC / Leadership Team	SM/CH / Équipe de direction										-		
Prepare department measures for next fiscal year	Suqestion de mesures à prendre dans les ministères en prévision du prochain exercice	DM/AC / Leadership Team	SM/CH / Équipe de direction										-		
Finalize strategy map and BSC measures for next fiscal year	Achèvement des mesures liées au schéma stratégique et au TBE en prévision du prochain exercice	DM/AC / Leadership Team	SM/CH / Équipe de direction											-	
Finalize BSC measures (with targets) for next fiscal year	Achèvement des cibles du TBE en prévision du prochain exercice	DM/AC / Leadership Team	SM/CH / Équipe de direction												-
Finalize Data Dictionary for next fiscal year	Achèvement des dictionnaires de données en prévision du prochain exercice	DM/AC / Leadership Team	SM/CH / Équipe de direction												-
Finalize SOMIA for next fiscal year	Achèvement du SOMIA en prévision du prochain exercice	DM/AC / Leadership Team	SM/CH / Équipe de direction												-
Celebrate year-end results	Célébration des résultats de fin d'année	DM/AC / Leadership Team	SM/CH / Équipe de direction	-	-	-	-	-	-	-	-	-	-	-	-
Annual Dept Strategy and Balance & Score card refresh launch	Lancement annuel de la stratégie et du TBE mis à jour du ministère	DM/AC / Leadership Team	SM/CH / Équipe de direction	-	-	-	-	-	-	-	-	-	-	-	-
															
															
															
															
<b>Total Completed</b>				Total: activités et mesures achevées											
<b>Target</b>				Objectif											
<b>% Complete (month)</b>				Pourcentage des activités et mesures achevées (mois)											
<b>% Complete (YTD)</b>				Pourcentage des activités et mesures achevées (CUMEX)											
<b>Base</b>				Seuil											
<b>Target</b>				Objectif											
<b>Stretch</b>				Objectif poussé											

# Sample Department Results



# External Recognition

Atlantic 2013



Canadian 2014



Leadership Award:  
*"providing improved public service at lower cost"*

International 2014



# Employee Engagement that Works Continuous Improvement in New Brunswick

*Alan G. Robinson, Ph.D. and Dean M. Schroeder, Ph.D.*



FMI  IGF e-JOURNAL JANUARY 2016



PERFORMANCE EXCELLENCE PROCESS  
PROCESSUS D'EXCELLENCE DU RENDEMENT

# Merci! Thank you!

Questions?



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