



CITY OF
Mount Pearl

**Making It Better: Mount Pearl's
Lean Journey**

April 25, 2018



Presentation Overview

- Introduction
 - Steve Kent, City of Mount Pearl
 - Dale Schattenkirk, KPMG
- What is Lean and how it is applied?
- How the Mount Pearl journey started
- Progress and pitfalls
- Turning point
- Our vision for the future
- Changing culture
- Lessons learned



Steve Kent



- City's Chief Administrative Officer
- Former Mayor of Mount Pearl
- Former Deputy Premier of Newfoundland and Labrador
- Entrepreneur (YOUNG DRIVERS of Canada)
- Past Chief Commissioner of Scouts Canada
- Vice-Chair of Big Brothers Big Sisters of Canada

Dale Schattenkirk



Director in KPMG's Advisory Services practice. He is a Certified Human Resource Professional and a Lean Six Sigma Master Black Belt. Dale has 19 years of experience in the effective application of the Lean Six Sigma process improvement methodology with municipalities.

Over the past 19 years Dale has supported municipalities across Canada to achieve their goals. He has published over 70 articles on Lean Six Sigma in the public and private sector. Through the years Dale has received several independent awards such as an IPAC Lieutenant Governors Award for provincial Lean transformation and three Industry Week Top Ten Plant Awards.



Understanding our Opportunity



The High Cost of Low Taxes

A Lean transformation model for high performance

1. Strategy Deployment

Strategy Deployment focuses on defining 'True North' - a set of strategic priorities and cascading them across the organisation, ensuring integrated transformation support and roadmap for implementation. Key elements include: True North metrics, visual management for performance, standard work for leaders including Leader Standard Work.

2. Management Improvement System

Provide support for leadership to manage and support continuous daily improvement. We will work with departments to create 'model cells' which then act as an internal reference point for rolling out to other departments.

3. Centre of Excellence

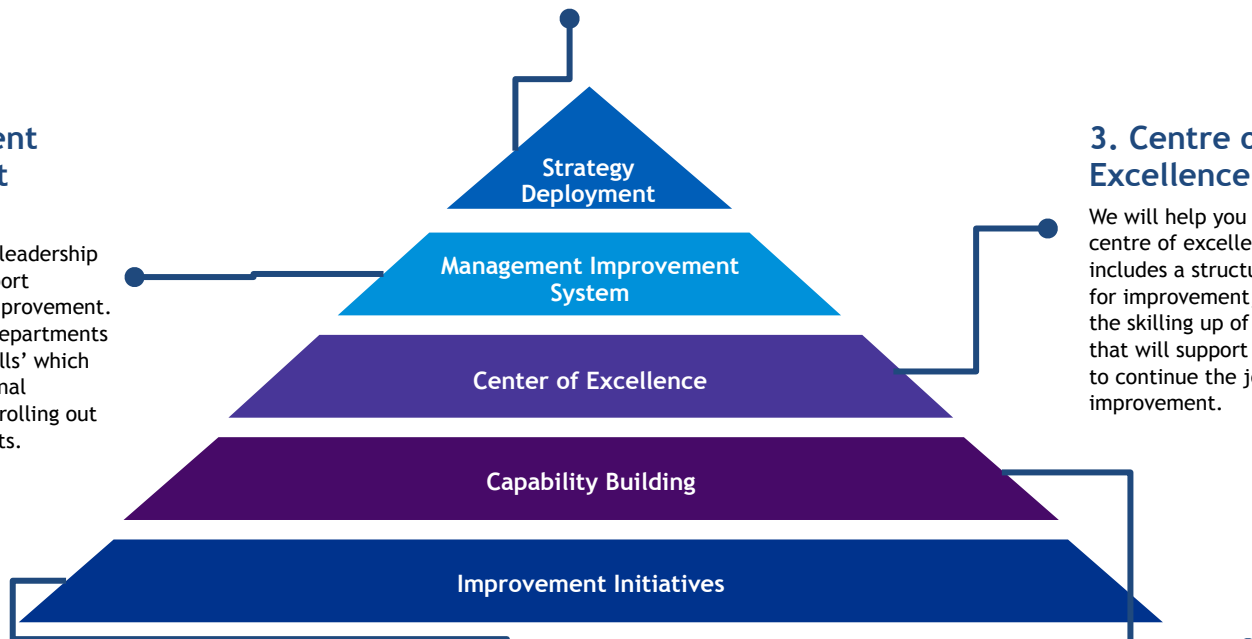
We will help you implement a centre of excellence, that includes a structured approach for improvement, a toolkit and the skilling up of a central team that will support the organisation to continue the journey of improvement.

5. Improvement Initiatives

We provide implementation support and benefits realization. We will help deliver improvements through initiatives and rapid improvement events for key processes to both improve performance, build capability in staff to support continuous improvement.

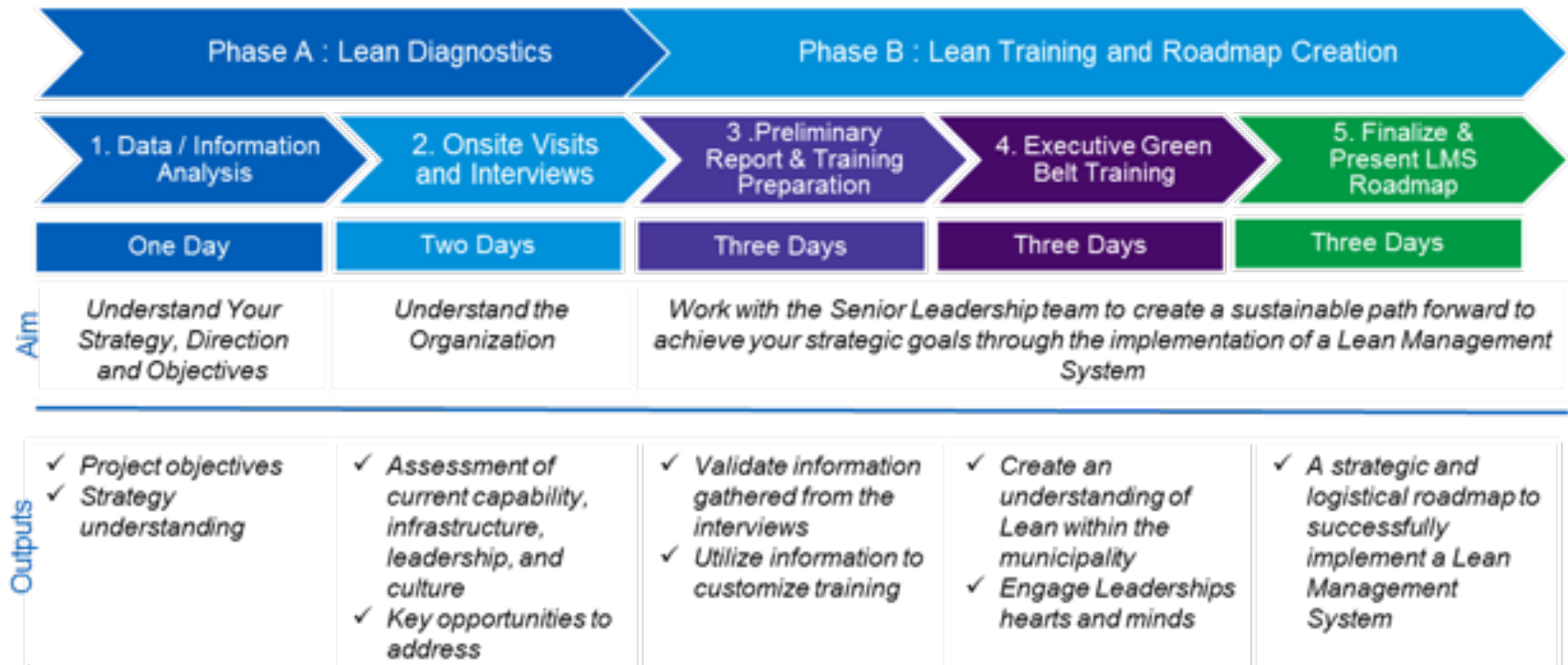
4. Capability Building

Fundamental to the system approach is the capability and behaviours of staff. We provide coaching, Lean training, tools and experiential learning to empower staff to make improvements.



Step One Of *the* Approach

Our approach to developing an LMS roadmap is a two phase process with five steps detailed below:



Components of a LEAN Transformation



Creating a Compelling Story

For an organization to transform it needs a reason



Set Goals

True North metrics must match the organizations strategy



Assess the Current State

Each Lean transformation is its own journey, identify your organizations strengths and weaknesses



Lean Six Sigma Infrastructure

All the tools, templates, quality boards, procedures to support the transformation



Training

In house or external training to build Lean knowledge and capacity



Program Structure

Flowing from the strategy, True North, and current state assessment design a program map



Centre of Excellence

An independent department that has the organization overall needs in mind



Naming

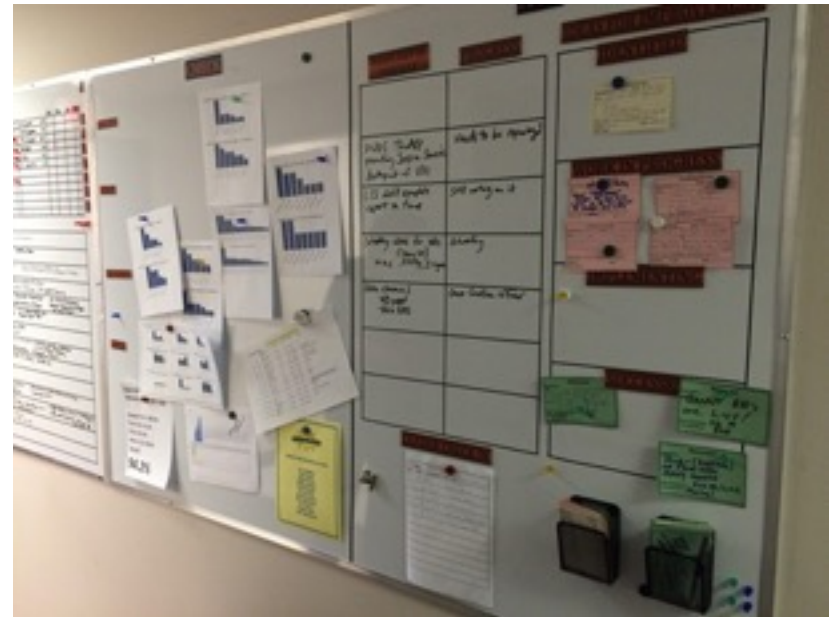
The program should have a name, an identity for the organization (not just "Lean")

Quality (Huddle) Boards



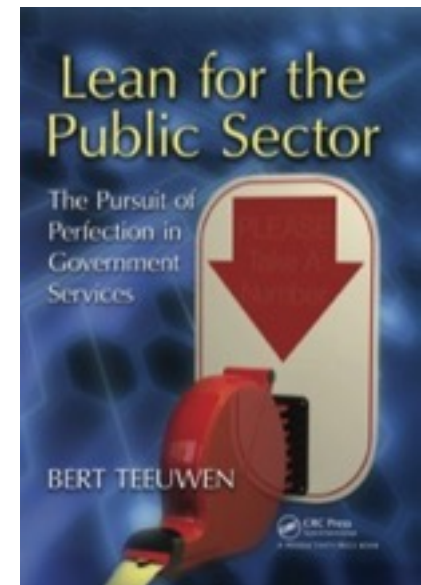
**Leadership
Standard Work**

Quality Board Huddles



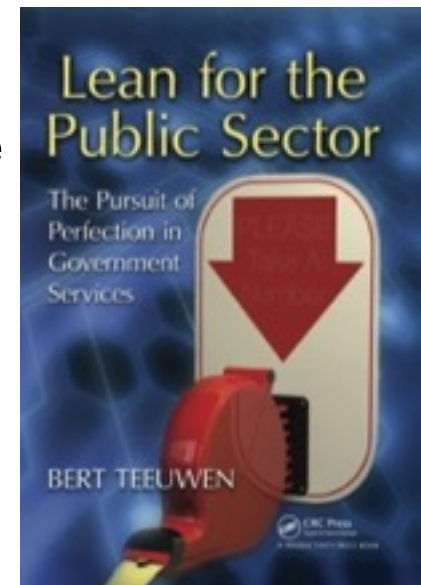
The Mount Pearl Journey

- The Mount Pearl Journey began in about 2011 as a vision of the former CAO after reading a book entitled “Lean for the Public Sector”
- Self-directed training taken mostly online by a couple of staff members at first
- Lean presentation prepared and presented to select City staff in 2013
- KAIZEN committee formed to try to implement Lean in 2013
- KAIZEN events attempted in 2013 and again in 2014 with limited training
- Lean initiative stalled in 2015



The Mount Pearl Journey

- Late 2016/early 2017, Lean initiative rebranded as MAKE IT BETTER
- Rebranding is important, Mount Pearl was no exception due to some negative associations with the term “Lean”,
- Formal training provided by KPMG rolled out to selected staff members
- White Belt – Pilot project in Finance
- Yellow Belt
- Executive Green Belt
- Concept of Huddle Boards introduced
- Trained staff tried to complete projects on their own from their training, limited success
- Make It Better begins to gain momentum



Progress and Pitfalls

- While progress was being made and the Mount Pearl Make it Better Program was advancing, numerous pitfalls were encountered, limiting its success:
 - Lack of broad and ongoing formal training early in the process, especially among the front line staff at the City
 - Lack of awareness and training across all aspects of the City
 - Resourcing – Lean was being done off of the corner of someone’s desk
 - Lack of hands on coaching and mentorship
 - Lack of immediate buy-in by union
 - Difficulty defining what success looks like
 - Metrics have been difficult to identify, understand and track for many staff members

Components of a LEAN Transformation



Communication & Engagement

Within the organization a strategy must be in place to ensure information is widely spread and all staff engaged



Leadership Training

Leading a Lean transformation requires knowledge. The leadership group should be trained in how to transform an organization



Leadership Standard Work

As part of the Leadership training standard work must be developed to lead the organization to achieve its goals



Reporting

There should be a standard and schedule means of reporting Lean progress.



Project Selection

A standard method to identify the appropriate projects to work on



Project Tracking

An extension of Lean infrastructure and project selection a consistent way to track projects



Candidate Selection

As with any training program having a structure selection process is important to identify the most appropriate candidates



Mentorship Structure

Any new trainee must have a mentorship support system to support appropriate learning of their new skills


What is the Dashboard?

Takt Time	=	Demand
Cycle Time	=	OSE
Quality	=	DPMO
Satisfaction	=	Engagement Index
Finance	=	Budget vs Actual





Turning Point

- As the City was slowly moving the Make It Better program to the next level, the former CAO retired in the fall of 2017
- Many staff members wondered if Lean and Make It Better would continue
- Under the direction of the new CAO, the program was embraced and continued, with the development of a new plan, which included:
 - Continuation of regular Huddle meetings
 - Initiation of new KAIZEN events/projects
 - Customer service
 - Asset management
 - Digital Mount Pearl
 - Smart Cities - A1Next
 - New focus for training ~~focus~~ on coaching



Turning Point

- With a renewed focus on training, as well as a new approach centered around coaching, Make It Better is back on track.
- Make It Better now being incorporated directly into the City's brand new, yet to be released Strategic Plan
- The City now considers Lean knowledge and experience as a key asset for all candidates for new positions
- The key principles of Make It Better are now becoming a part of the new and much improved culture at the City of Mount Pearl



Turning Point



Mount Pearl

- ✓ Projects
- ✓ ROI / dollars and time



Mount Pearl's Current State

- City Divisions each hold regular (minimum weekly) huddle meetings around quality boards
- There is a refocus on holding Kaizen events with continuous improvement being front and center across all City operations
- There is a shift to a built in Mount Pearl approach, helping to make things more fluid, to help ensure everyone understands and buys in
- Focus is now more on concepts and culture than terminology

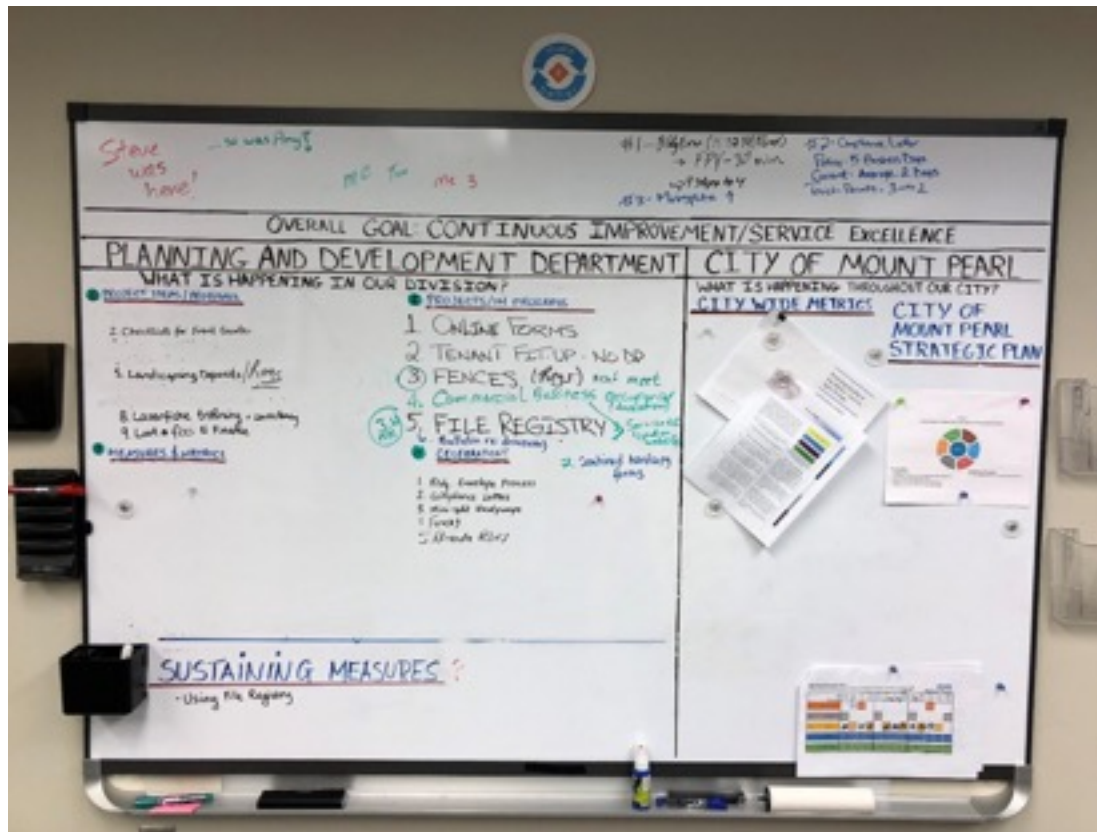


Mount Pearl – Quality Boards

- The City has is developing quality board standards
- Two main sections of the Board:
 - 2/3 – focuses on division/projects
 - Summarizes progress on projects
 - Outlines key success measures
 - Includes list of just-do-its
 - Highlights successes/wins
 - 1/3 – focuses on City wide goals, measures
 - Summarizes City strategic plan, goals and objectives
 - Includes high level City-wide measures
- Projects on the left side must tie to the City goals/objectives on the right

Mount Pearl – Quality Boards

Community Development - Planning Division



Mount Pearl – Huddle meetings

- Huddles at the Quality boards focus on:
 - Project updates
 - Using A3/4 forms
 - Focus on PDSA cycle (plan, do, study, act)
 - Measures
 - Ensuring projects are tied to achieving overall City goals and objectives
 - Just do its – anything obvious improvements are made on the spot (barriers to change are removed)
 - Celebrating wins/successes

Mount Pearl – Huddle meetings

Information Services Huddle – Corporate Services Department



Mount Pearl – Kaizen events

- The City has recently initiated a number of Kaizen events
- Key is to involve both subject matter experts and those outside the process being examined
 - Experience helps ensure process is able to be understood and documented
 - Outsiders to process ensure process is documented thoroughly and each step of process is questioned
- Process is documented using process map
- Key is to ask why each step in the process exists and eliminate any unnecessary steps
- Team members are taken from throughout the City and empowered to improve the process

Mount Pearl – Kaizen events

- Key measures are identified and used to:
 - Determine if there is, in fact, a problem
 - Help measure success of solutions
- Recent events held:
 - Swimming registration – metrics have shown improvements have been made
 - Customer service – metrics to measure success are currently being gathered

Lessons Learned

- Assign responsibility for the Lean program to a key member of your team
- Ensure that team members have sufficient time and resources – it is easy to underestimate the time requirement
- Train early, train often and ensure you train as many people as you can
- Ensure training is coupled with a strong coaching program

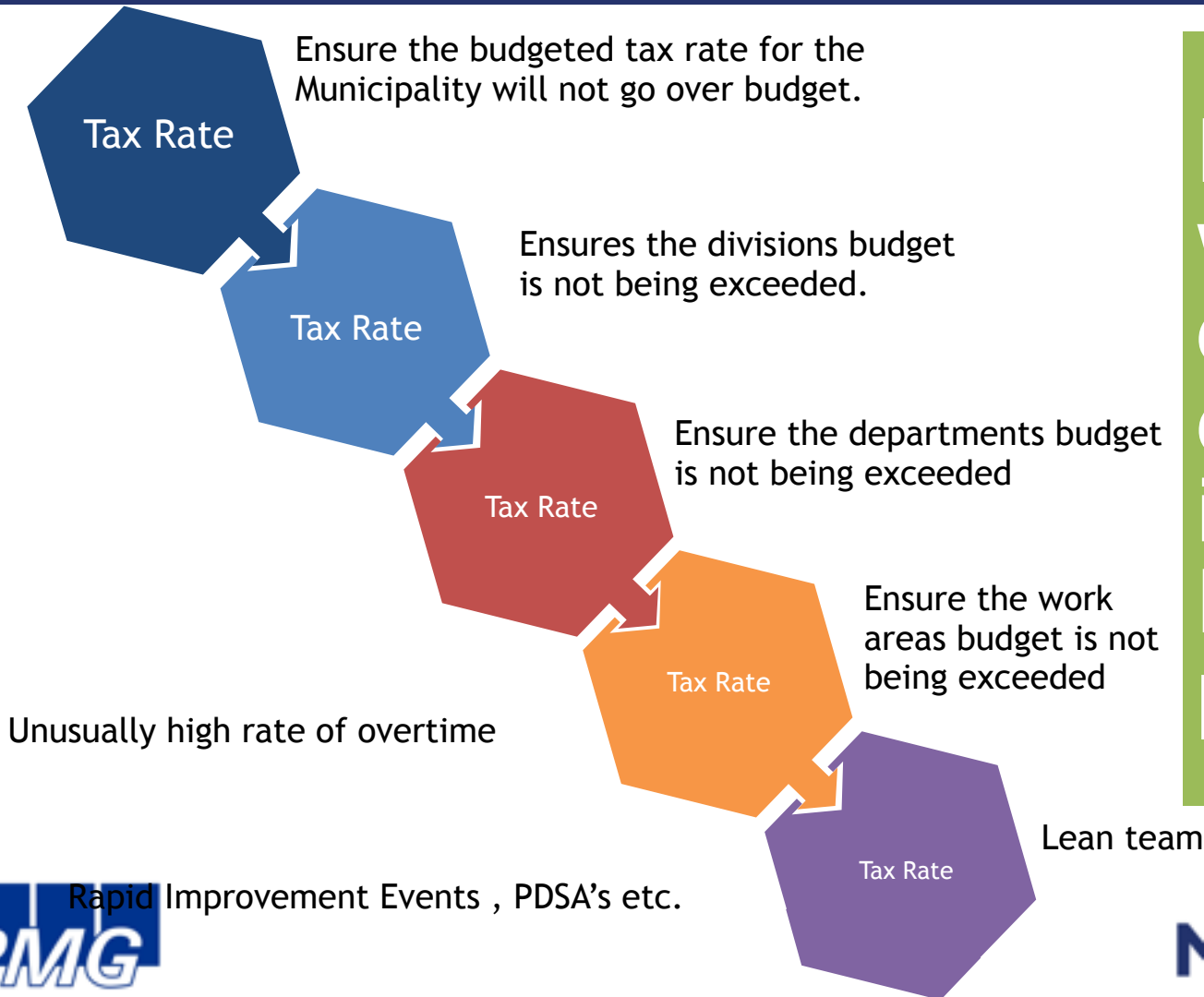
Lessons Learned

- Focus on easy wins early on, as this will help build momentum early
- Don't make it complicated – simple is better
- Don't force it – holdouts will come on board when they see what's in it for them
- Don't give up – Lean transformation takes time and most of all commitment, but is well worth the effort
- IT'S ABOUT CULTURE!

Lessons Learned



Everything ends up being a project



But when done correctly it's the **RIGHT** project



Lessons Learned



Check List

- ✓ Mission
- ✓ Vision
- ✓ Values

- ✓ Strategic
- ✓ Tactical
- ✓ Operational

Components of a LEAN Transformation



Network Structure

Learning from others is important, creating a network support system to facilitate sharing



Sensei

Whether it is internal or external the organization should have support from someone that “has been there done that”



Savings

As part of the infrastructure a consistent way to measure savings to the system is important



Evaluation Framework

As a program develops and grows it should be evaluated against the original plan to ensure it is achieving the desired outcomes.

Lessons Learned

Goals are more than just a checklist

Fundamental
Objective

*Engagement of the hearts
and minds of all staff
across the whole
municipality regardless of
their role*

Thank you!



Questions?