Shifting Culture and Building Internal Capacity to Drive Change

The City of St. John's Continuous Improvement (CI) Journey

AGENDA

- Why CI?
- Our Approach
- Our Roadmap
- Our Framework
- Evidence of the Cultural Change
- Future State

Why CI?

City of St. John's
Corporate Strategic Plan

Corporate Values

✔ Continuing to do things better

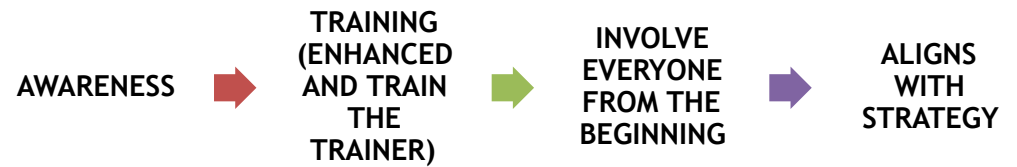💡 Be innovative

Strategic Direction

🎯 Effective Organization

Quality of Work Life Study and Task Forces

- Opportunities for improvements.
- Employees want to be involved.

C.I. St. John's

Our Approach

AWARENESS → TRAINING (ENHANCED AND TRAIN THE TRAINER) → INVOLVE EVERYONE FROM THE BEGINNING → ALIGNS WITH STRATEGY

Making CI Visible

ASK ME WHY? WHY? WHY? WHY? WHY?

CUSTOMER

KEEP CALM AND **GEMBA** ON

Five Whys is
problem. Ask
problem and

It respects yo

CONTIN
Continuously

ARE YOU **KAIZEN** ME?

Kaizen is a Japanese word for rapid improvement. Kaizen events have a specific goal; typically they happen over a short period of time and are led by a trained CI facilitator and include those closest to the work and other voices, like the customer and "fresh eyes." Improvements happen in Kaizen.

Working **smarter** to improve **processes** everyday.

CONTINUOUS IMPROVEMENT
Continuously making us better!

C.I. St. John's

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FIND THE **WASTE.** FIND THE **VALUE.**

Continuous improvement aims to reduce **waste** from processes and to understand what is valuable to the customer. By focusing on **value** you eliminate waste, which results in better processes.

If it's not adding value, it's waste.

CONTINUOUS IMPROVEMENT
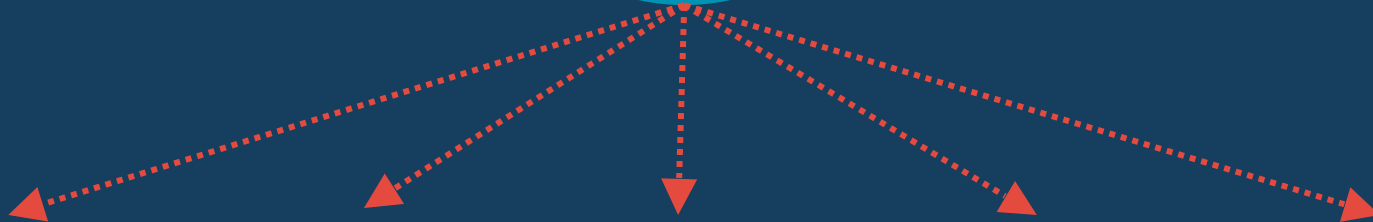Continuously making us better!

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I involve staff...
I walk the work...
I ask why...
I look for value...
I show respect...

C.I. St. John's

I AM A CI MANAGER

Leading Edge Group Framework for Culture Change

Critical Success Factors

1 Senior and middle management **actively driving and supporting** the journey.

2 **Adequate resources** with both capability and capacity in place to support and deliver this ambition.

3 A **level of excitement** about continuous improvement that sets it apart from current or historical approaches must be created.

4 Participation in and support of service excellence **activity needs to be visible**, in particular demonstration and **reinforcement of commitment by leaders and managers** needs to be visible and seen to be different from the past.

5 The high level improvement goals need to be converted and linked into **personal improvement goals.**

6 Involvement and **participation need to be as wide as possible** and involve all levels of the organization.

7 **Systemic barriers to success must be addressed**, in particular a robust approach to:

- Ensuring appropriate and effective governance and oversight
- Selection of projects that will achieve the improvement goal
- The identification, allocation and tracking of benefits
- Measure and performance manage the progress of the deployment
- Learning and application of new continuous improvement skills and tools
- Management of continuous improvement resources
- Addressing behaviours inconsistent with the improvement

The
Roadmap

Our Framework

Where Projects Come From

Employees make suggestions:
CI@stjohns.ca
suggestions@stjohns.ca
Suggestion Box
Evaluation forms

The CI Project Hopper
How CI projects are generated and implemented
Ideas could come from...

Union   Audit   Staff   Teams

Risk   Public

Community of practice

Evaluation and approval of projects

Division of Organizational Performance & Strategy

Project Review Committee

Steering Committee

Senior Executive

Considering impacts on:

Cost

Capacity

Lead-time

Other considerations:
- Strategic alignment
- Staff engagement
- Community engagement

Challenges and Opportunities

Operational requirements → History of "doing it that way" → Trust → Timing → Upcoming budget challenges → New strategic plan

Culture Shift in Action

- Nearly 500 people trained in CI through CI 101, CI for managers, Green Belt training, leadership awareness/Gemba training
- 11 projects completed or near completion
- Over 100 people involved on project teams
- Three new projects started in Feb. 2019, one more to start in May and a new cohort of Green Belts and yellow Belts to be trained in 2019
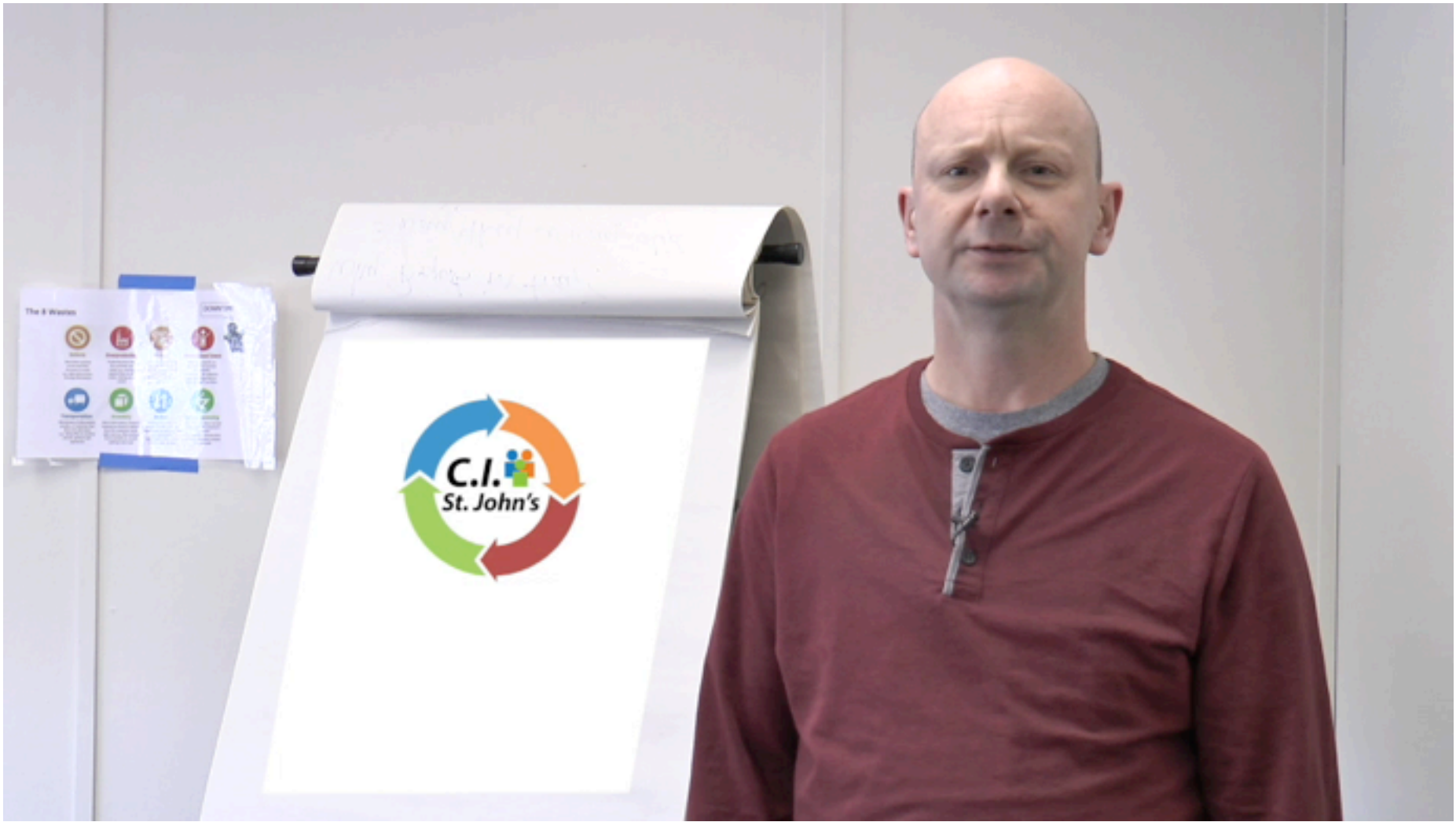
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Culture Shift in Action - In Their Own Words

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Success Factors and Lessons Learned

KNOW YOUR CURRENT CULTURE AND FOCUS ON CAPACITY FOR CHANGE ➡ BUILD A FRAMEWORK WITH STAFF AND INVOLVE THEM FROM THE GET GO ➡ BE NIMBLE WITH YOUR APPROACH ➡ SET AND MAINTAIN A TONE FROM COUNCIL AND SENIOR STAFF ➡ TELL THE STORY AND MAKE CI VISIBLE ➡ TALK ABOUT THE FAILURES ➡ FIND WAYS TO INVOLVE STAFF AT ALL LEVELS ➡ COMMUNICATE COMMUNICATE COMMUNICATE

Sampling of Real Results

Streamlining the fire inspection process	Removed paper process and reduced inspection time by 15 minutes resulting in capacity savings of one hour per day.
Reduce rework in recreation facility booking process	Reduction in lead time from 30 days to 10-15 days, 50% reduction in rework, reduction in hand-offs.
Reducing customer wait times at the Residential Drop Off, Robin Hood Bay	Turnaround time reduced by 29%.
Streamlining the 569 seasonal employee transfer process	Cycle time reduced to 4 hours, a 77% improvement. Additional improvement in HRIS keying of data and lost productivity time when bumps actioned.
Reducing rework in the printing process	Rework at intake reduced by 63% during pilot phase. Future state will see rework reduced and save 3.51 to 5.86 days of capacity.
Reducing turnaround time for the building permit process for residential new construction & renovations	Average wait times at intake reduced to 1-2 days, a 93% improvement in this step and 24% improvement in lead time. Incidents of rework reduced from 80% to 20%.

Questions?