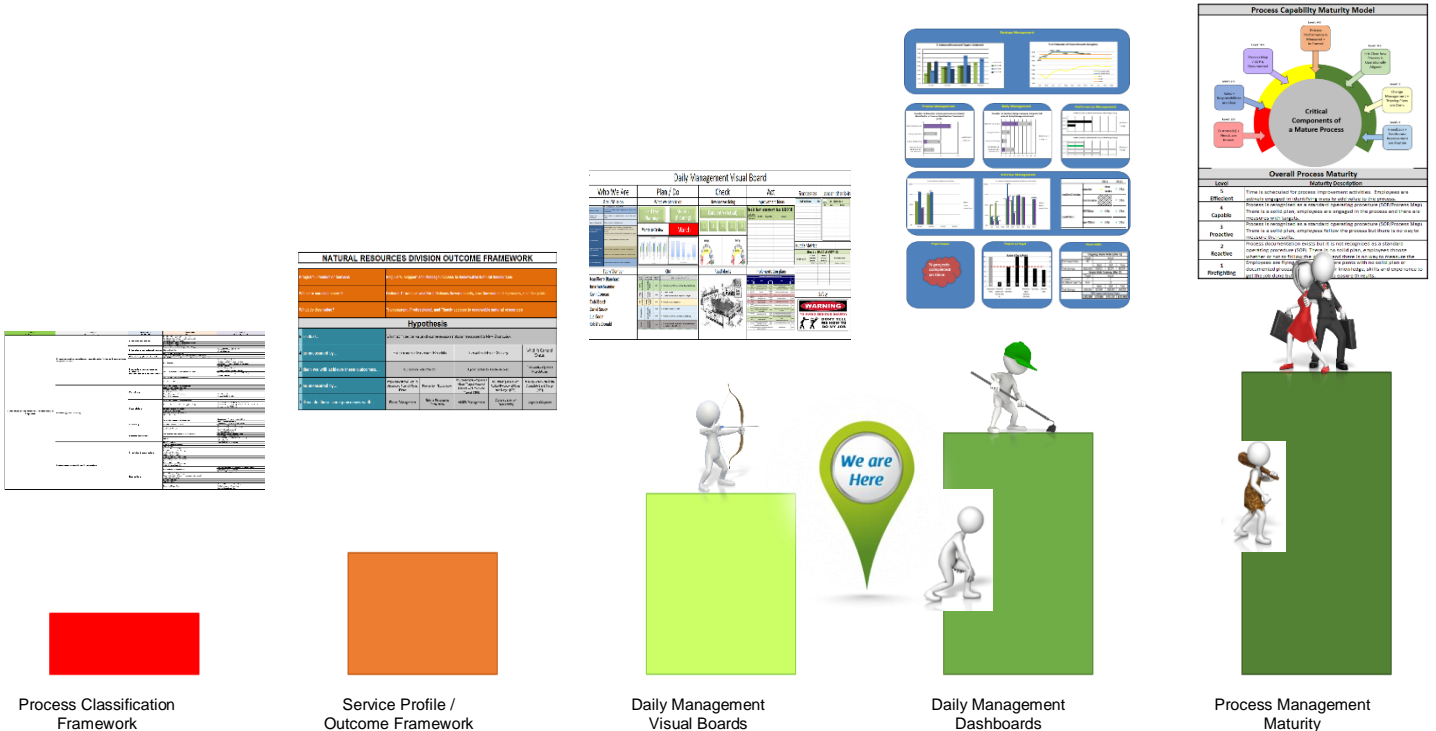


Process Management Natural Resources Division

Problem Statement - The Department of Energy and Resource Development lacks a mature Process Performance Management system to inform resource planning and support data driven decisions. While significant progress has been made in adopting GNB's formal management system, there has not yet been a holistic approach to identifying our processes and tracking performance. This has resulted in a patchwork situation where some areas have strong systems in place, while others have only limited systems, or are not routinely tracking performance at all.

This approach doesn't provide the necessary KPIs to understand how key areas within the division are performing. It is contributing to missed opportunities and excessive effort to operate the department at a high-performance level.



Executive Summary - A pilot was conducted in our Natural Resources division, to understand our processes, process owners, customers, and performance measures, using a Process Classification Framework approach. This has standardized how processes are described and how KPIs are tracked within the Natural Resources division. We then brought the PCF to life using Daily Management to track progresses at the front-line level, and cascading performance dashboards for Directors, Assistant Deputy Ministers, and our Deputy Minister. Governance has been put in place for regular review and maintenance, and a path forward to Process Management maturity has been laid out.

This approach has resulted in a set of KPIs that demonstrate how key areas within the division are operating. It is accessible at all levels and is routinely being used to understand performance and drive decision making.

Result/Outcome – Process Management completeness across the Division increased from 56% to 97%. The Process Management Maturity Index was raised from 38% to 75%, leading to an increase in efficiency in decision making, based on detailed metrics throughout the Division. Daily Management visual board installations across the Division increased from 49% to 68%. Adoption of formal Leader Standard Work in the Division is currently at 40% and is rising.

Contact for further information:
Todd.Byers@gnb.ca

