The Journey to Continuous Improvement

A Government Program's Perspective to Achieving and Measuring Success

CANADIAN LEAN SUMMIT PRESENTATION

LEAN SIX SIGMA

NOVA SCOTIA

Overview of the Presentation

Objective: Share Lessons from Province of Nova Scotia's model for deploying Lean Six Sigma

Flow: Corporate model + department case study (SNS)

NS Corporate Model ⟷ **Department Case Study (SNS)**

Context of Nova Scotia

- Service to Citizens
- Sustainability

The Vision

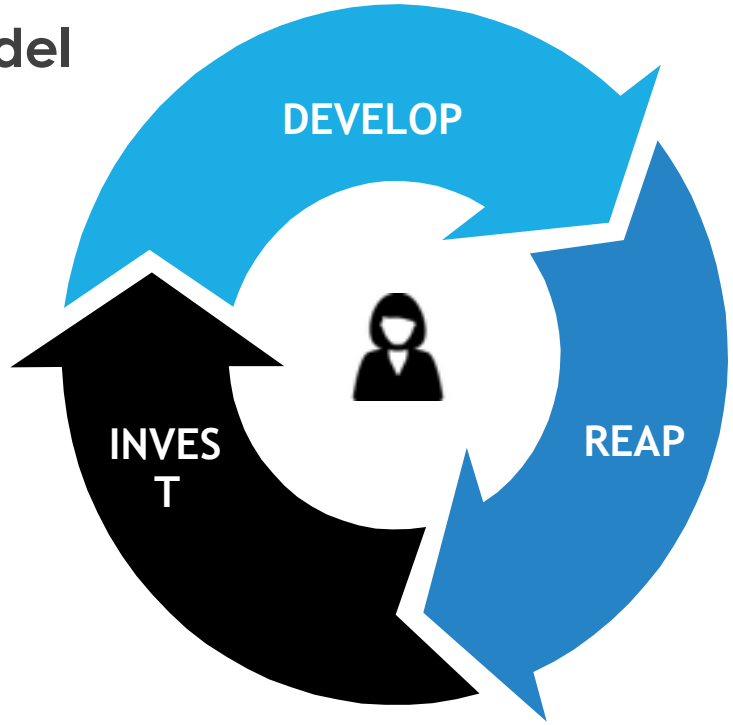
- We have a more sustainable, **efficient delivery** of services to Nova Scotians

- **Continuous improvement** and **service excellence** are **embedded** in the way we work

- **Return on Investment** to Nova Scotians exceeds 10x **10x**

Realizing the Vision

- ✔ Determine Deployment Approach = **Hybrid Model**
- ✔ Define Corporate and Departmental Roles
- ✔ Governance (Initial/ Transitional Structure)
- ✔ **Develop and Implement Value Model**
- ✔ Establish Corporate Services
- ✔ **Develop & Implement Corporate Accountability Framework**
- ❑ Implement Lean Six Sigma Corporate Benefits Framework



NS LSS Corporate Accountability Framework

Government Wide - Corporate (Jurisdictional Level) KPIs

Engagement – Empowerment & Innovation	# of Projects / LSS Portfolio Size	Organizational Capability	Return on Investment (R.O.I)

Government Wide - Corporate (Operational Level) KPIs

• Client Satisfaction • Collaboration Index • # of Public Servants Participating • % of Public Servants Participating	• # of Standard LSS Project • # of Lean and Rapid Projects • # Pending Projects	• # Trained – Performance Management • # Trained – Black Belt • # Trained Green Belt • # Trained Yellow Belt & Awareness	• LSS Cost (Accumulated & Annual) • LSS Benefits (Accumulated & Annual) • *Hard Savings - Cumulative* • *Soft Savings - Cumulative*

Department Level	Department Level	Department Level	Department Level
• Empowerment & Innovation score by Dept / Branch from PSC's How's work going Survey. Govt-wide, Every 2 years • Departmental annual pulse survey (**Service Nova Scotia**, Internal Services Department). Annually - not rolled up	• # of Standard LSS Project / Dept. • # of Lean and Rapid Projects / Dept. • Pending Projects / Dept.	• # of Yellow Belt / Dept. • # of Employees Aware (5S+S)	• Cumulative Benefits – Hard Sustained Savings (H/S) – Soft Sustained Savings (S/S) – Hard One Time Savings (H/OT) – Soft One Time Savings (S/OT) • One Time Implementation Costs (If Applicable)

LSS Project Level	LSS Project Level	LSS Project Level	LSS Project Level
• None to roll up	• LSS Project Number • Lean and Rapid Project Number • Pending Project Number	• None to roll up	• Project Benefits – Hard Sustained Savings – Soft Sustained Savings – Hard One Time Savings – Soft One Time Savings • One Time Implementation Costs (If Applicable)

Current Performance & 3 Year Plan

ROI

0.7 → **1.3**

TODAY 2020/2021

Sept 2018: 0.62
Nov 2017: 0.39

Total Projects
(Active & Complete)

56 → **140**

TODAY 2020/2021

Sept 2018: 36
Nov 2017: 25

*Empowerment & Innovation

48.2 → **60**

TODAY 2020/2021

Training & Capability

	TODAY	2020/2021
Yellow	317 YB	1000 YB
Green	52 GB	140 GB
Black	0 BB	15 BB

Updated: March 2019

*Source: "How's Work Going" - 2017 Results. NS

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SERVICE NOVA SCOTIA'S CONTINUOUS IMPROVEMENT FRAMEWORK

Setting up for success

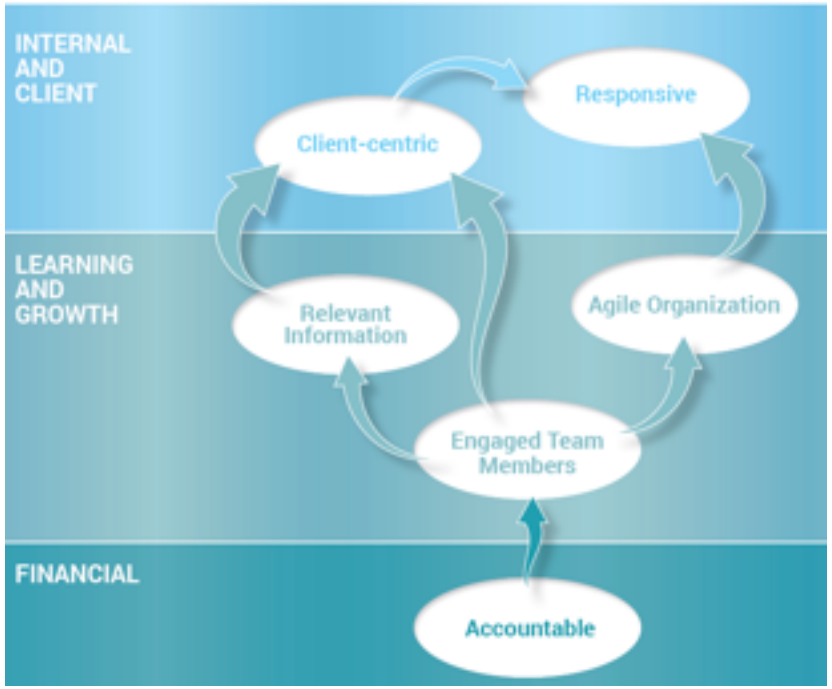
Context of Service Nova Scotia

Service Nova Scotia touches every citizen & business

Continuous Improvement Framework

MISSION Service Nova Scotia designs and delivers programs and services to meet the needs of our clients and the public good through a culture of excellence.

VISION Service Nova Scotia is a recognized leader in service and public protection tha delivers trusted, accessible, modern programs, and contributes to Nova Scotia a safe and desirable place to live, work and do business.



…supports Excellence Innovation & Wellness

…aligns with SNS strategy map

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2016 – Mission was to…

Build Culture	Identify Opportunities	Create Outcomes	Measure Impact
Training	Corporate Goals	Improve Client Experience	More Client Facing Hours
CI Experts Program	Team Member Ideas	Reduce Regulatory Burden	Reduced Waste
Community of Practice	Data Opportunities	Protect the Public	Dollars Saved
			Employee Empowerment

2019 – Where we are

2015/17
Experimentation

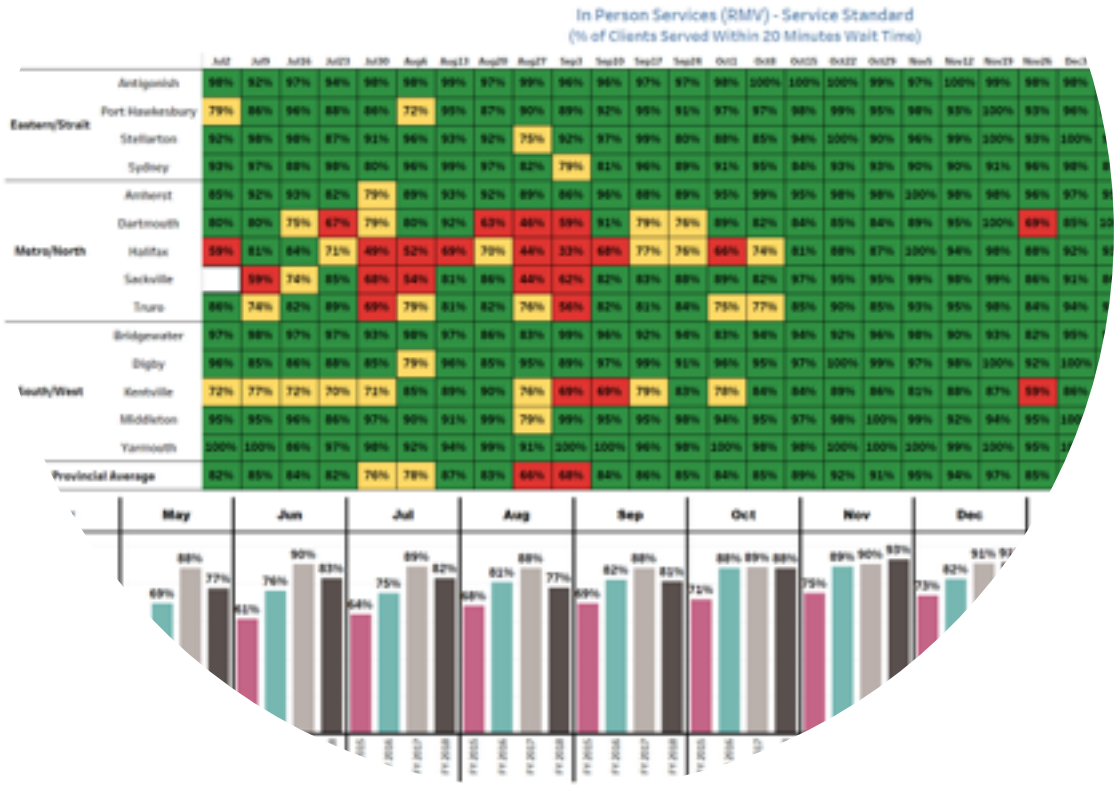
6 Green Belts
4 LSS Projects
Waste Walks
CI Framework

2017/18
Targeted approach

12 Green Belts
8 LSS Projects
500+ Hours Training
CI Corporate Goals
Communities of Practice

2018/19
Measurable Impact

15 Green Belts
48 CI Innovators
13 LSS Projects
450 CI Training
Map Key Processes
CI KPIs/ Dashboard
Innovation Day/ Awards



IMPACT – CLIENT EXPERIENCE

IMPACT – RED TAPE REDUCTION

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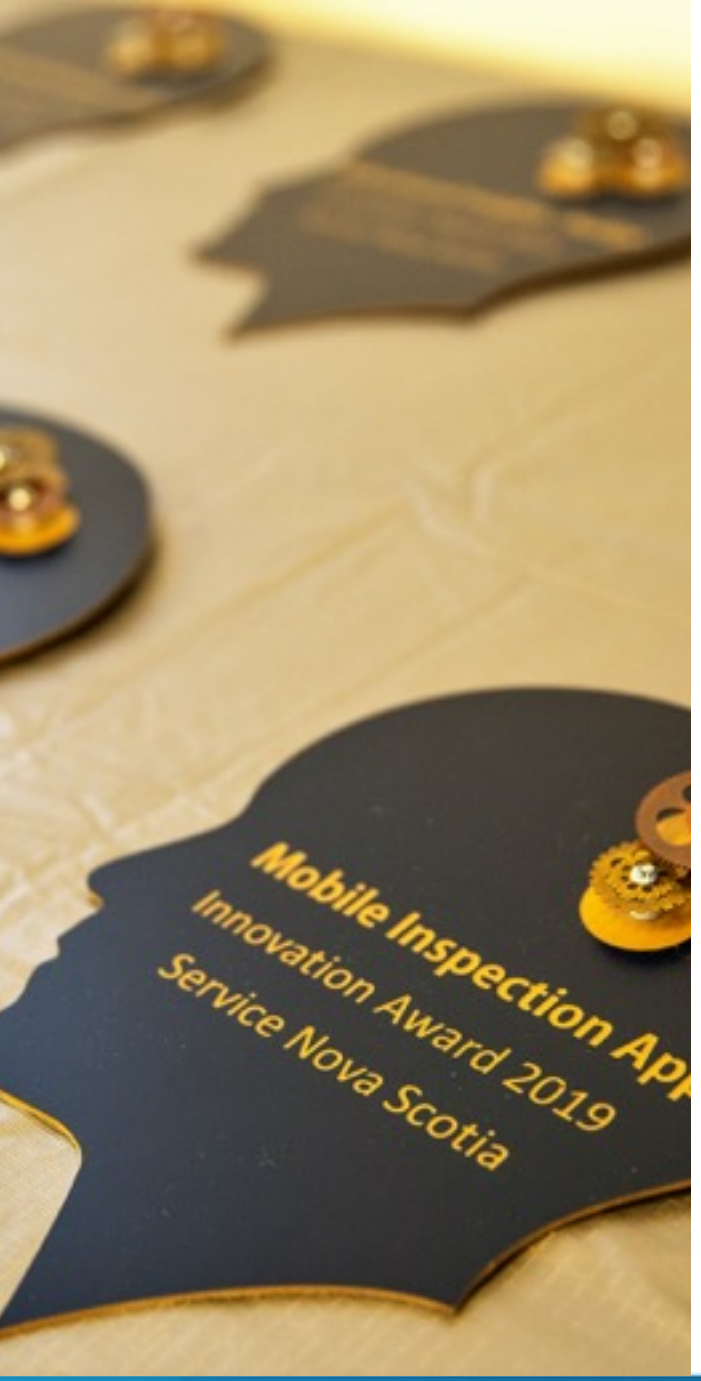

Empowerment & Innovation Index		2018	2017	+/-	Nova Scotia 2017
Empowerment & Innovation	Innovation is valued in my work	60	59	1	47
	I feel safe and supported by my organization to try new ideas	61	56	5	46
	I have opportunities to implement new ideas in my work	60	56	4	50
	I have opportunities to provide input into decisions that affect my work	64	62	2	52
	Continuous improvement of processes/procedures is encouraged in my department	66	63	3	46
		62.2	59.2		48.2

IMPACT – EMPLOYEE ENGAGEMENT

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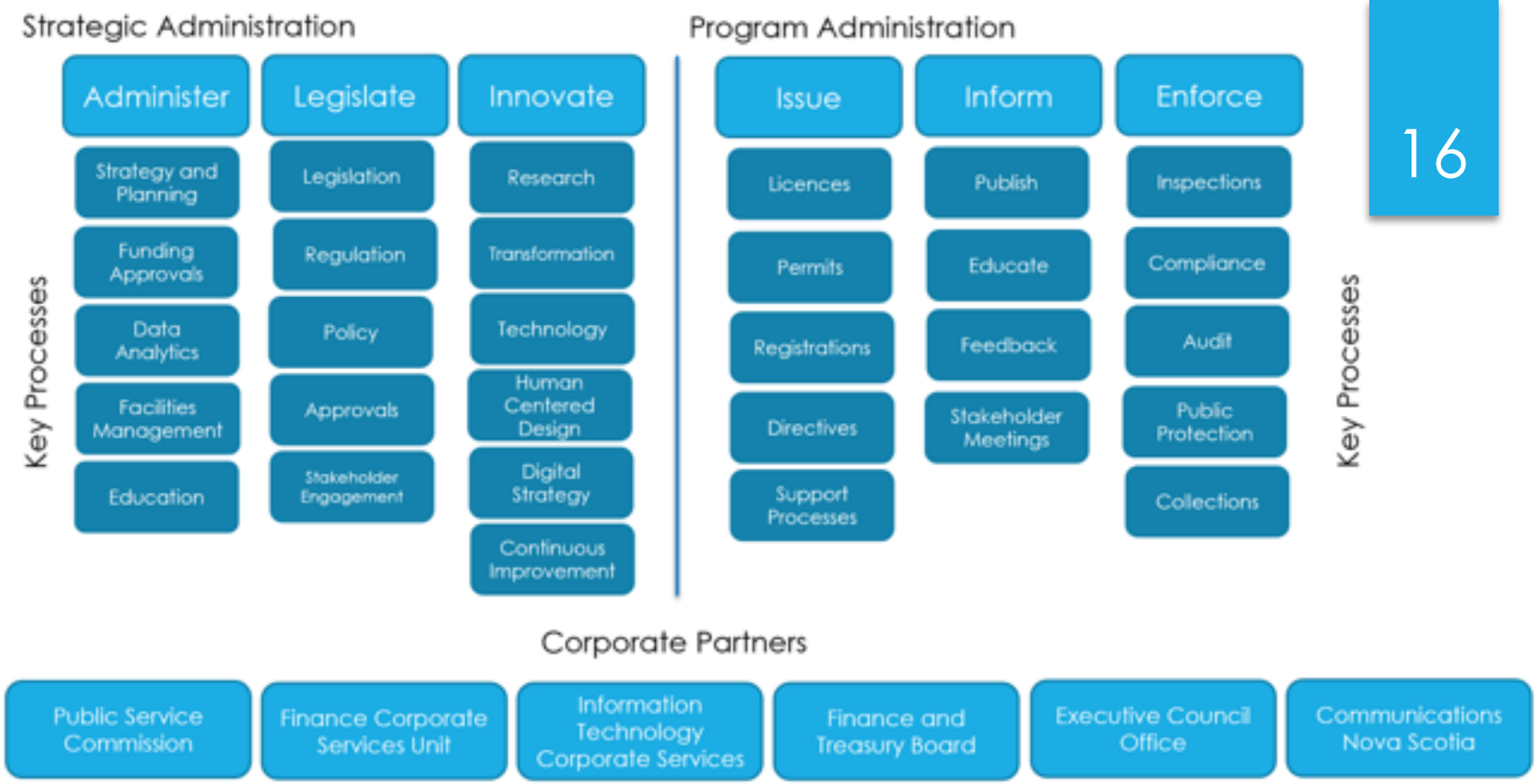


IMPACT – AGILE ORGANIZATION

Division
Alcohol Gaming Fuel & T...
Business & Consumer Se...
Digital Services
In Person Services
Registries
Strategy & Corporate Se...

Payback Period

Team Members Participation Metrics

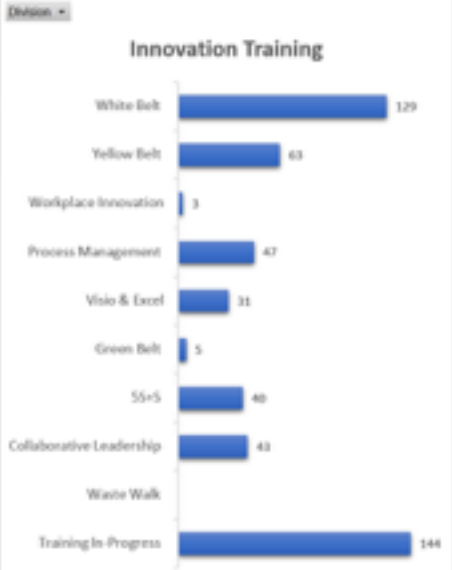
Internal Metrics

Process Metrics

Number of Projects

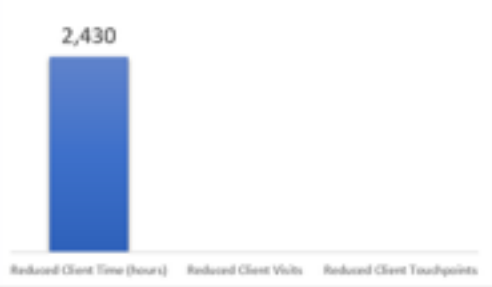
Empowerment & Innovation Index

Innovation Training



External Metrics

Client Burden Metrics



Public Protection Occurances

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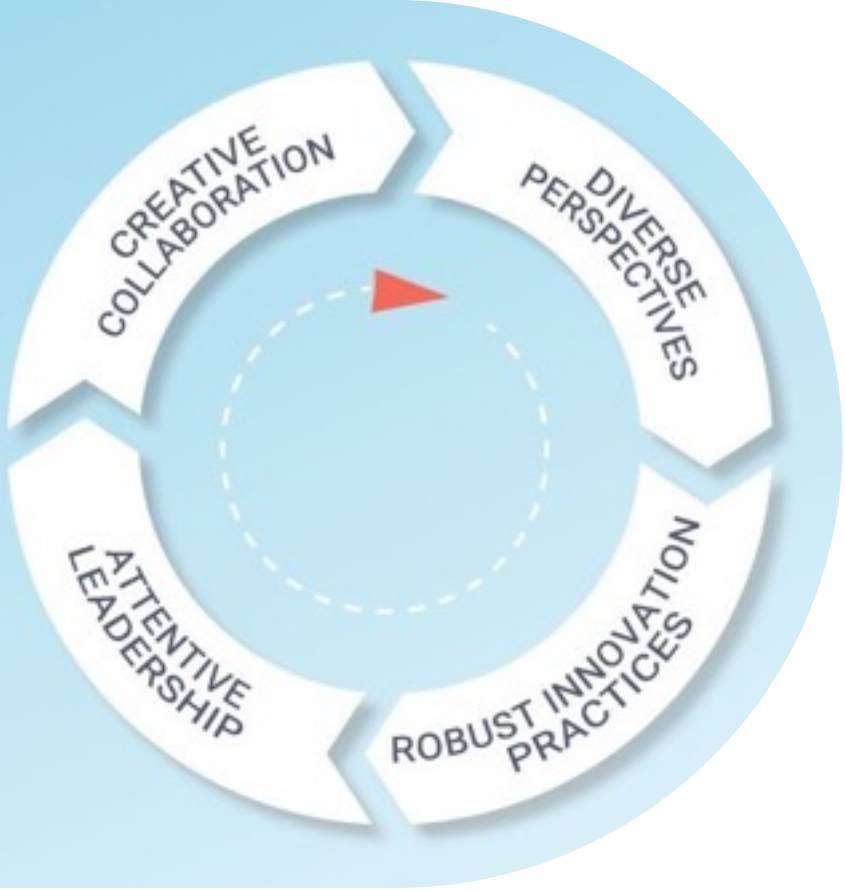
BUILDING A CLIENT-CENTRIC CULTURE



CONTINUOUS IMPROVEMENT 2.0

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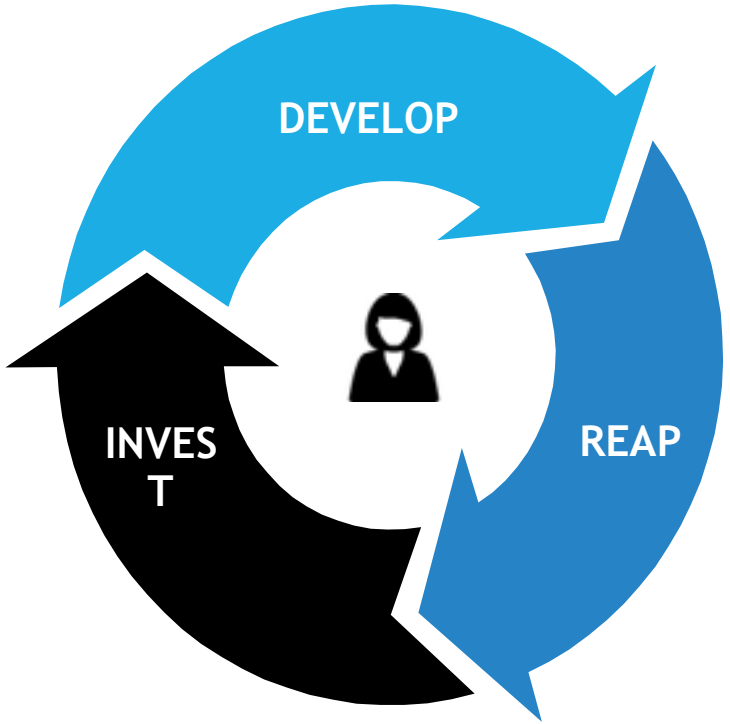
WHAT'S NEXT?

Realizing the Vision: 2.0

- Governance - Implement steady state model at the Corporate level, support departmental adoption based on departmental readiness, size, needs.
- Review and adapt Corporate Services – Training and Capability building
- Expand Org Capability - Black Belt Program
- Fully deploy one-government CI platform



Benefits of the Hybrid Model

- Enabled early adopters to move faster
  - Service Nova Scotia, Labor & Advanced Education (Skills & Learning Branch)
- Early adopters fed lessons back into Corporate model.
  - Early efficiencies and increased departmental engagement helped make the case for increased corporate investment and government-wide support
  - Further highlighted the importance of a **service / client focus > $$**
- Early adopters reap unique benefits
  - Highest engagement scores
  - Significant impact on the corporate model through the Lean Government Advisory Council
- Learning opportunities

2019 – Where we are – SNS Impact on the Public Service

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500+ Hours Training
CI Corporate Goals
Communities of Practice

2018/19
Measurable Impact

15 Green Belts → **30% of PNS**
48 CI Innovators
13 LSS Projects → **25% PNS**
450 CI Training → **50% of PNS**
Map Key Processes
CI KPIs/ Dashboard

Questions?

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