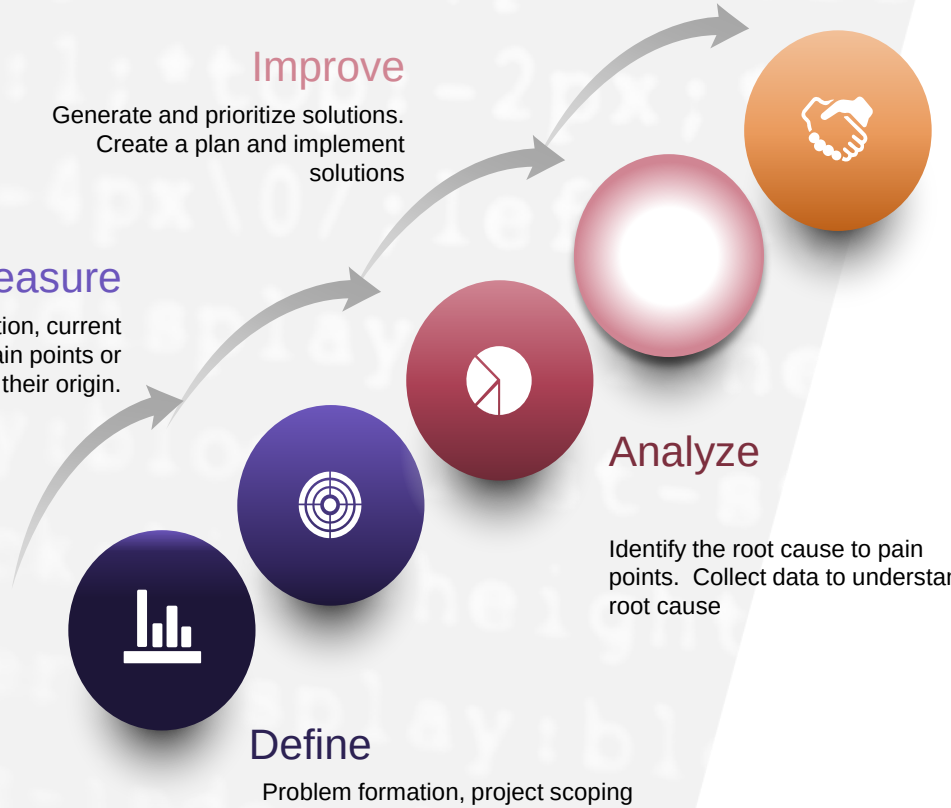
CS- 02-23 Appendix A Corporate Continuous Improvement Strategy



Improve

Generate and prioritize solutions. Create a plan and implement solutions

Measure

Baseline data collection, current state, identify pain points or challenges and their origin.

Analyze

Identify the root cause to pain points. Collect data to understand root cause

Define

Problem formation, project scoping

Control

To remain constant to a purpose. Maintain your change.

CONTINUOUS IMPROVEMENT

Jeanette Bax

&

Stephanie Venimore

City of Burlington

WHAT IS CONTINUOUS IMPROVEMENT?

A CULTURE OF COLLABORATION AND TRUST

Engagement at all levels of the corporation. Meeting people where they are at. "It's about the process, not the person"

A DISCIPLINED APPROACH AND ANALYSIS

Careful deconstruction of challenges, evidence-based analysis, and solving problems at the root

MAKING STRATEGIC IMPROVEMENT OVER TIME TO ACHIEVE GREAT RESULTS

Focused and prioritized solutions implemented over time.

Don't fix what's not broken, it's not change for the sake of change.

MORE THAN JUST THE BOTTOM LINE

Goals may focus on Quality, Time, People (inclusion), Risk AND Cost. Customer-centric to ensure service delivery meets the needs of the community.

THE IMPROVEMENT NETWORK

WORKING ACROSS ROLES, WORKING ACROSS BOUNDARIES, WORKING TOGETHER

06

Data & Measurement

- KPI's
- Scorecard
- Evidence-based Decision-making

01

Process & Service Improvement

- Lean Six Sigma
- Innovation in a Box

05

Risk Management

- Enterprise Risk Framework

02

Project Management

- Agile
- Human Centred Design

04

Change Management

- Prosci
- The People Side of Change

03

Customer Experience

- Journey Mapping
- Voice of the Customer

FOUNDATIONAL VALUES

IT'S A MOVEMENT, NOT A MANDATE

These foundational values will guide the approach to continuous improvement across the corporation.

1. Psychological Safety
   - Safe to fail
   - Check your role at the door
2. Collaboration
   - Cross-functional teams
   - Representation from all levels
3. Continuous Improvement Mindset
   - Customer centric
   - Focus on value add
   - Use a disciplined methodology
   - Solving problems at the root
   - Make things visible
   - More than just the bottom line
4. Propagation of Culture
   - The Improvement Network
   - Feedback loop
   - Celebrating success and failure

FOCUS AREAS

CULTURE

- Engaging staff at all levels and building buy in
- Evolution from awareness to understanding to everyday practice
- Practices become our way of doing business

CAPABILITY

- Training for all staff
- Building competencies within all departments to lead smaller improvement initiatives independently
- CI Specialist evolves from leading all projects, to coaching and mentoring and leading corporate wide strategic projects

STANDARDS

- Set corporate standards of practice
- Ensuring consistency across business units
- Making collaboration seamless as everyone takes a similar approach
- Engaging units to ensure standards support their needs

FOCUS AREAS - MEASURES

Aiming for year over year improvement in:

CULTURE

- # of project engagements
- # of staff & leaders engaged: training, projects
- # areas with improvement in KPI's after CI project
- # of business units with repeat CI engagements
- # of cross functional, city-wide projects

CAPABILITY

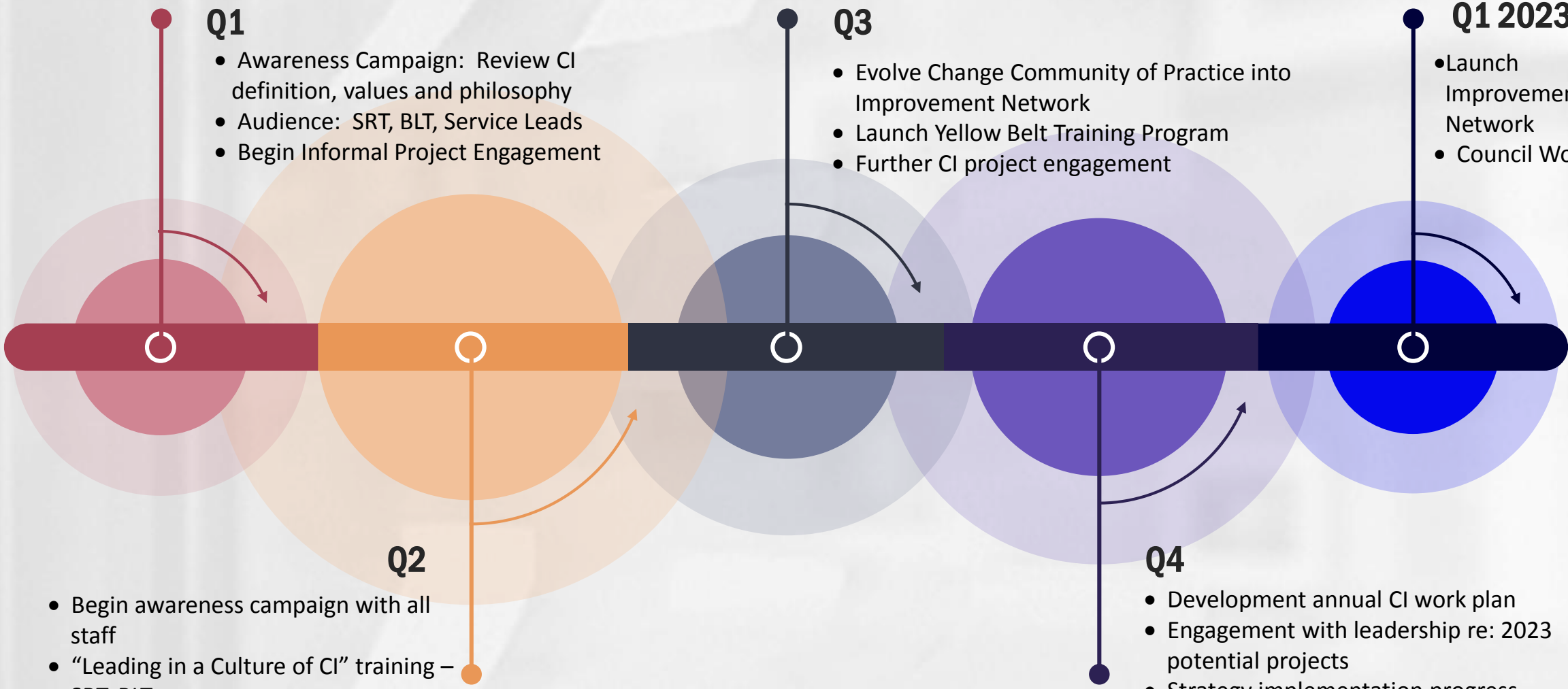
- # of staff trained (by business unit)
- # of trainees who follow up with a project
- # of trainees who demonstrate application of training content to regular work
- # of projects initiated and/or led by business unit

STANDARDS

- Values
- Process
- Tools & templates
- # of projects that use tools & templates offered
- Idea engagement & feedback loop

STRATEGY IMPLEMENTATION – YEAR 1 (2022)

A FOCUS ON AWARENESS & DESIRE



Q1

- Awareness Campaign: Review CI definition, values and philosophy
- Audience: SRT, BLT, Service Leads
- Begin Informal Project Engagement

Q2

- Begin awareness campaign with all staff
- "Leading in a Culture of CI" training – SRT, BLT

Q3

- Evolve Change Community of Practice into Improvement Network
- Launch Yellow Belt Training Program
- Further CI project engagement

Q4

- Development annual CI work plan
- Engagement with leadership re: 2023 potential projects
- Strategy implementation progress report to BLT

Q1 2023

- Launch Improvement Network
- Council Workshop

IMPORTANT ACHIEVEMENTS

We Achieved:
Awareness
Desire
Knowledge

WHAT DID WE ACCOMPLISH THIS YEAR?

Projects & Engagement

- **7 projects, including SDAF**
- **3 cross-functional initiatives connecting with 13 service areas**
- **6 repeat customers**
- **5 improvements lead by staff**
- **Improvement Network membership increased by 21 members**

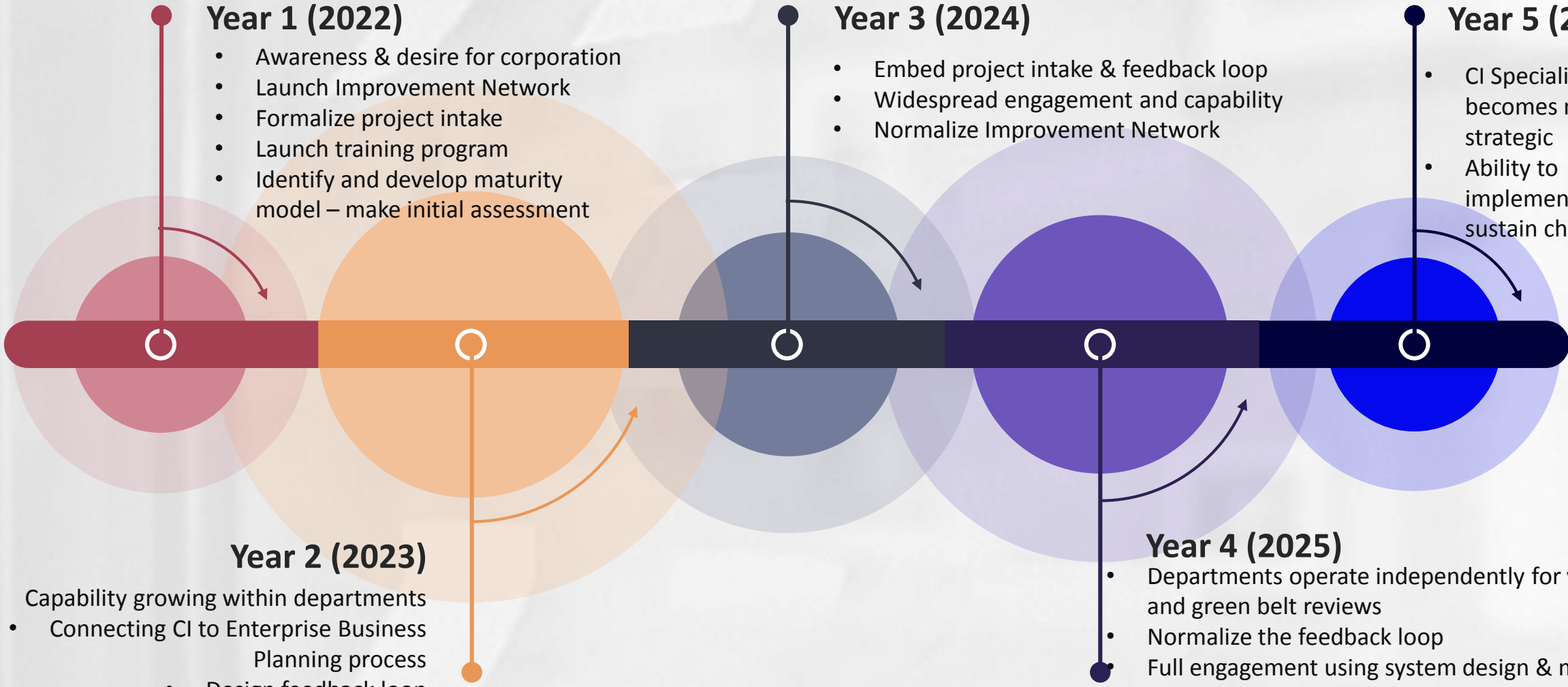
Capability & Training

- **27 White Belts**
- **39 Yellow Belts**
- **32 Trainees have applied their training to their work**

Culture: Continuous Improvement as a way of Doing Business

- **Experimentation in practice**
- **Established regular CI activities and practices in multiple departments (RPF, Transportation, IT, Planning, Engineering)**
- **Network evolution has been successful**
- **Regular customer engagement and testing**
- **Improved Council engagement and awareness**

5 YEAR STRATEGY IMPLEMENTATION TIMELINE



Year 1 (2022)

- Awareness & desire for corporation
- Launch Improvement Network
- Formalize project intake
- Launch training program
- Identify and develop maturity model – make initial assessment

Year 2 (2023)

- Capability growing within departments
- Connecting CI to Enterprise Business Planning process
- Design feedback loop
- Cross functional project engagement and analysis

Year 3 (2024)

- Embed project intake & feedback loop
- Widespread engagement and capability
- Normalize Improvement Network

Year 4 (2025)

- Departments operate independently for yellow and green belt reviews
- Normalize the feedback loop
- Full engagement using system design & maturity model
- Initiate implementation of corporate improvement strategically

Year 5 (2026)

- CI Specialist role becomes more strategic
- Ability to implement and sustain change

THE ROLE YOU PLAY

WE NEED YOUR SUPPORT

Respect & Support Psychological Safety

- **Encourage staff to experiment**
- **Celebrate success and failure**
- **Give KUDOS for a job well done**
- **Make it safe to make things visible**

Leader

- **Enable improvement activities – support space, people and time spent on projects**
- **Incorporate CI into the Corporate Strategy**
- **Be an Enabler, not and Enforcer**

Support the Key CI Fundamentals

- **Respect prioritization**
- **Seek root causes and avoid symptom chasing**
- **Don’t design processes for the exception scenario**

NEXT STEPS

OPPORTUNITY FOR FEEDBACK

Please consider the content and share your hesitations, advice or opportunities that you see.

What are your expectations? What does success look like?

ENCOURAGE ONE ON ONE CONVERSATIONS ACROSS THE ORGANIZATION

Keep the conversation and support of CI going

RE-ENGAGEMENT AND PARTNERSHIP

Council Workshop January 23, 2023

We will commit to provide updates and celebrating success with you to keep you informed and involved

QUESTIONS?