

This edition is an update of where we are now and what has happened with previous Leans!

New Processes for Review!

In March we conducted workshops for Lean value stream mapping to train people who wanted to tackle current business processes to make them more efficient. Value stream mapping is the key tool used in Lean; it takes out the waste in the system by looking at an end to end process from its “current state” and then envisions a “future state”. It is different from basic process mapping because we look at the value to the client, whether they are an internal or external client, before beginning the mapping process. This helps to keep the focus on eliminating non-value added activities. Algonquin college staff attended the workshops to help with this training, as they have conducted over 50 value stream mapping events.

Fleming staff realized the benefits from the workshops resulting in four new processes starting the value stream mapping. The Testing Centre staff is looking at improving Accuplacer testing. Human resources brought forward the recruitment process and a team composed of Facilities, IT and Human Resource staff are streamlining the process for how to assign and unassign log-in, telephone accounts and office space. Employment Ontario has already completed their value stream mapping of their client intake process and are underway with an implementation plan to start tackling some of their opportunities to gain efficiencies.

Going forward these teams will work on their own or be facilitated by Lean experts depending on how complex their process is and where they need help. The standard tools, templates and resources are available to support them in their work.

How Are We Working With Others?

Along with attending the Fleming Lean workshops, the City of Peterborough has been a partner with us in an emerging local group who are learning together and sharing best practices. This group also includes the Peterborough Regional Health Centre and the GPAEDC. We recently attended a successful local manufacturing company to see how they have implemented Lean to improve their processes and achieve efficiencies. While there certainly are differences between manufacturing and running a college, hospital or municipality – we found some beneficial tools that can be employed here! Most prominent of these tools were the visual management systems used to track progress in new efficiencies and make it very evident when things are off track. This type of visual management has been used on some of the hospital wards and has been very effective. We continue to work with local partners, both public and private sector, and as the City of Peterborough moves further along in implementing Lean, we plan to continue to share.

What is Happening with the First Few Leans?

The Academic Operations (AO) has been implementing process improvements for work-loading and timetabling over the past year. This is a large, multifaceted value stream with the potential for significant

NEW LEAN PROCESSES

Accuplacer Testing

Recruitment

Employment Ontario Intake

Employee Entry/Exit

improvements in how we load curriculum, develop workloads and timetable. So far, AO staff report that the tools have saved time; improved analytical capabilities; reduced some frustration (always a good thing!), and improved the quality of the student timetable.

FIRST FOUR LEANS

Work loading and Timetabling

Individual Education Plans

*Course Add Drop Swap Student
Self-Service*

*Faculty Compensation (step
calculations)*

These improvements have been enabled by how integrated our systems have become as a result of the implementation of Evolve. To date, almost all of the envisioned efficiency tools have been developed and some have been rolled out for use by the schools. Others are still in testing mode. As of May 3rd we will be implementing annual/multi-semester planning, and with the use of the new tools, will continue to see efficiency gains.

The second Lean, individual education plans for students with disabilities, has been fully implemented. The objective was to improve the speed by which a plan is produced; reducing staff time and increasing student involvement. We are in the process

of collecting efficiency metrics on this Lean. However, early information is that the counsellors like the new process; it has reduced their time in developing plans and increased the speed by which a plan is developed to get the student their timetable. For example, this past winter there was an education plan developed within 24 hours, a significant improvement from the old system that took between 21 and 41 days!

The folks involved in Add Drop Swap have been busy behind the scenes in improving this self-service functionality within Evolve. This group includes AO, RO and IT staff. In the winter semester, some minor system changes improved the success rate of the system and a more recent change (the implementation of an online shopping cart to aid course selection) is already showing more improvement for spring semester start-up! These improvements are important to help students and reduce unnecessary traffic to the RO's office at the beginning of a semester.

On March 1st the implementation of a new process and tool for establishing compensation rates for part-time faculty began. This new process has not been without challenges. The groups have already had to rethink some of how the system will work. However, this is normal when trying a new process. Using Lean philosophy, we try something and if it doesn't work, we regroup, rethink and try something else. Lean means continuous improvement!

How Can I Use Lean to Improve a Process?

A number of staff members have brought forward new ideas for processes that could be reviewed using Lean methodology. Some are large processes and will require the involvement of staff across multiple departments. Others are small and more contained. If you have an idea for a process that needs improvement, please contact Trish O'Connor to get more information about getting started.

For more information about the Lean Initiative please contact Trish O'Connor at ext. 1067 or toconnor@flemingc.on.ca