

Progress on Lean projects:

The First Four! Fleming College now has four formal Lean initiatives underway (these are also called Value Streams!) and there are also a number of informal initiatives in the works: Fleming's first Lean process was the review of our workload and timetabling systems where we looked at how we use our systems to eliminate the need to create a new timetable and workload each year. This Lean continues to move along on the planned track with the underlying philosophy of not recreating the work each semester. Furthermore, new initiatives in the academic division have given the opportunity to apply Lean thinking in how the Academic Operations area implements process solutions such as new requirements in the Academic Collective Agreement.



Lean 2 entailed a new process for developing education

plans for students with disabilities. Through the fall semester, smaller groups have developed procedures to accompany a new education plan template and the new process is underway! Early results show that this is working well for the students!

“A Lean enterprise is like a school in that it is a teaching and learning organization. The learning is directed towards continuous improvement of how the work gets done in order to serve customers better. (Martichenko, 2008)”

Lean 3 entailed the course “add drop and swap” system for students. Work in the RO's office is underway in looking how we consider transfer credits and how to automate how pre-and co-requisites are dealt with in our Evolve system. All of this is to facilitate students' use of the self serve system and to automate transactions including transfer credits.

The Chairs are Leaning: The fourth Lean initiative is looking at the process of how we conduct the calculations for compensation rate (or “step” rate) for new part-time and partial load faculty.

Recent staff retirements and a gap in how the process is supported revealed a need to review faculty step calculations as part of the overall contract faculty hiring process. Through our value stream mapping process it was discovered that too much time is taken up in pursuing information to complete the step evaluation, and between 40%-70% of the time insufficient data is provided in the initial submission from faculty. There are two initiatives resulting from this review. Firstly, we are changing the process of how and who is responsible for completing the step calculations, and secondly, we are creating an intake form to improve the thoroughness of the information coming in from new faculty. This will make for less work and faster communication to prospective faculty hires of their compensation rate!

Working Together and Reaching Forward:

Work across departments: One of the greatest benefits of the four Lean processes that have been initiated is the engagement and involvement of people working across a number of departments. This work happens in value stream mapping workshops, called “current state events” (what's happening now?) and “future state events” (what do we want to happen in the future?). Analyzing process and

problems collectively allows the group to see issues from multiple perspectives and how each department and employee fits into the process. The solutions generated are much richer than if they had been developed by one department in a silo!



Work with other Colleges. As Fleming moves along the Lean journey we are starting to work with other colleges, such as Algonquin which has been using Lean for several years. We are discovering that there is much that we can learn from each other in how to streamline similar processes. Plans are also underway to convene an affinity group of all colleges who are using Lean, and those such as St. Lawrence College who have considered it. This will facilitate further sharing of best practices.

Work with the community: Fleming has started to share its experience with our community public sector partners, such as the City of Peterborough. In

the New Year the college will work with the City to collaborate around training and the establishment of a local best practice committee. Ideally, this best practice committee will include our private sector organizations within the Peterborough area, such as GE who have been using Lean methodology for many years. There is much that we can learn from and share with organizations within our community in both the public and private sector!

The importance of a plan: Once a Lean initiative (value stream event) is complete, it is important to document everything in an implementation plan. This is the roadmap for how the changes will be accomplished. Some items on the plan require additional working sessions, called Kaizens! Each of these sessions has a tangible outcome to be implemented right away. It is important to keep a focus on the plan, and also very difficult in any organization with multiple competing demands. This is why it is important to have a plan, to track the plan and continue to course correct to bring focus back to the plan! Maintaining this focus is one of the primary reasons for implementing the Lean supports at Fleming, such as the project lead role.

Capacity Building: Now that we are moving from the pilot stage of Lean, Fleming will be establishing a steering committee to guide the selection of formal Lean projects; to collect data on efficiencies gained from formal and informal leans, and to make recommendations to ELT. This will also provide a way to keep our union partners informed about Lean initiatives as they progress. This group will begin in the January and will be critical to focusing college resources towards projects that will give us the greatest return on investment!

To further build organizational capacity, training workshops will be delivered in February and March to leaders who want to learn how to employ Lean techniques and philosophy to tackle process problems

To be successful people need to know where they are and where they are going and how their efforts fit into the greater good of the organization. One of the ways a lean enterprise meets these needs and establishes discipline to the process is by communicating clear plans that show respect for people and set expectations for what should happen. *(Martichenko, 2008)*

in their own areas. This will help build the organizational capacity for using Lean to make processes more efficient. Our Algonquin partners will be assisting with this training and this will help to further the sharing of best practices across the two colleges!

If you have any questions about the Lean Initiative at Fleming, please contact

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