

It Was a Busy “Lean” Summer!

The last Lean update was in the spring and there has been much activity over the summer. This summer three new value stream events were started (see end inset for the list of staff involved with Lean work this summer). The recruitment process, led by **Nick Duley**, is looking at how we can streamline recruitment activities and eliminate waste in how we work through the various process steps in effectively hiring the best candidates. Now that we have an envisioned future state that reduces the amount of total time (or lead time) for recruitment, and the processing time (time on task), we will be starting our Kaizen (brainstorming) events involving larger groups of hiring managers and union partners.

The Lean capital review process looked at how we plan and propose our capital projects. Specifically, we reviewed how we can improve our capital proposal process by preplanning each year for capital; putting together a solid business case with a well-defined project lead and plan, and ensure capital is aligned with the college’s strategic direction. As we all know, capital money is tight and carefully planned projects are important. **Angie Sims** is leading this process with the support of her new Capital Planning Steering Committee.

Lastly, the Entry Exit Lean involved a large group of dedicated staff, led by **Elane Kalavrias**, who are highly committed to improving the way we assign offices; keys, and phone/log in accounts for new employees. Improving these processes is important for new staff to feel welcome and to get needed resources quickly

NEW LEAN PROCESSES

Recruitment Process

Capital Planning Process

Employee Entry/Exit

in order to get on with their work. Equally important is seeing that college resources: keys; access cards, access to Evolve, etc. are safely reinstated to the college when an employee leaves. Look for more updates on this Lean as we start the implementation.

Lastly, we spent some time in late June with the Academic Operations group, a Chair and Dean to look at the Workloading Lean. The purpose was to look solely at the workloading inefficiencies caused by too much change and to agree to processes to limit the amount of changes in the faculty workloading process and to better

track how we are doing (i.e. control the change over which we have some control). This ongoing assessment and review is an important part of the continuous improvement process!

First Annual Board Report

In June, the first annual Lean report was tabled at the year-end Board meeting. The report highlighted the first few Lean initiatives and reported on the progress achieved in both the formal and informal Lean work in various departments. For example, the time on task for counsellors working on individual education plans has reduced significantly (up to 70%) when the new process is followed, while improving service to our students by getting their plans completed in an average of 16 days as opposed to 27.5 days. The success rate for students using our online add, drop and swap service has also improved substantially, to 72%, as a result of the Lean Kaizen implementation. Additionally, some significant savings came from the informal “Leaning” work done in individual departments like Finance, Purchasing, and the Registrar’s Office where changes to financial aid means that funds are posted to student accounts a full four weeks earlier.

These changes demonstrate an important cultural shift to a “lean” way of thinking that focusses on continuously seeking efficiency while maintaining continuous improvement. For example, significant savings of time in manual input resulted from rolling over the continuing education schedule by term for the whole year (similar to the efficiency measures in the workloading/timetabling Lean) in order to produce the annual calendar.

The report and presentation to the Board emphasized the importance in reducing waste in processing work in order to free staff time to do more value added work, and the ongoing benefits of the opportunities for group problem solving and continuous improvement. Fostering a culture of continuous improvement, while reinforcing our “army of problems solvers”, is the main benefit in implementing Lean.

The focus on next year’s board report will be both qualitative – our good news stories and quantitative results. Collecting metrics will be a key focus this year! So it will be important to continue to track our efficiency and service improvement gains in all of our Lean initiatives going forward. Please contact Trish O’Connor if you would like a copy of the report.

New Lean Training

There are some new faces on the Lean team. Denyse Kovac-Brown of Human Resources and Jennifer Olauson from the School of Justice and Business Studies have recently completed a two-day training session in how to lead Lean Kaizen events. Denyse will help guide the capital planning Lean through implementation and Jennifer will work on various Lean initiatives including the upcoming work in the School of Business. Specifically, the School of Justice and Business Studies is looking to use Lean processes in upcoming program review and development projects, as well as adding in Lean content to various business programs. This will expand on what we already teach in business programs, such as Project Management, and as Dean Drennan would point out, respond to the evolving demands in industry and business for graduates to have knowledge of Lean process improvement.

In November, a certified Lean Black Belt will begin working with us once a week to mentor the Lean group and help us develop good metrics and tracking systems. This will be important in going forward with our work.

Finally, additional Lean Training is being offered as part of the Support Staff PD program launched last week. This “Introduction to Lean Processes” will be offered as part of the foundational elements of the Professional Development Certificate program.

Lean Collaborators - Looking to the West!

As we work through a number of Lean initiatives and start to build our collective intelligence around Lean process improvement, we are being asked by SAIT (Southern Alberta Institute of Technology) to consider a



partnership. This partnership, potentially along with Algonquin College, could go beyond sharing best practices. We are considering the development of a Lean Institute (or "Improvement Academy") that would expand on the work that Fleming, Algonquin and SAIT have been doing around Lean process improvement and offer a college level certification in Lean. A meeting towards the end of this month, at SAIT, is occurring, stay tuned for more details in the coming months!

More locally, Trent University has approached Fleming to collaborate and share best practices as they begin to implement Lean. To this end, we are a named collaborator in their recent proposal to the Ministry under the Productivity and Innovation Fund. This important relationship will also build upon the work we have been doing with our local public sector partners such as the City of Peterborough and Peterborough Regional Health Centre.

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.

*** Staff Involved in Lean Process Improvements Summer 13*

Angie Sims, Bernadette O'Leary, Brian Baker, David Baker, James Brown, Janice Coughlin, Jim Angel, Linda J. Humphries, Sherry Gosselin, Sue Kloosterman, Tom Holden, Travis Doak, Wendy Blackman, Nick Duley, Denyse Kovac-Brown, Sandra Armstrong, Molly Westland, Karen Nolk, George MacDougall, Greg Jefford, Elane Kalavrias, Brenda McCue, Randy Prentice, Nancy Pogany, Nicole Cooke, Michelle Bozec, Maxine Mann, Shirley Collins, Tara Meldrum, Ashlea Jefford, Erica Jackson, Debbie Haigh, Deb Holts, Linda Skilton, Nancy Rodman

For more information about the Lean Initiative please contact Trish O'Connor at ext. 1067 or trish.oconnor@flemingcollege.ca