

Lean Processes

This is the last Lean update of 2014. In June, the Board Report was provided to all College staff and posted on the Lean webpage <https://department.flemingcollege.ca/hr/staff-development/lean>. This update highlights the great work being done around the college in developing process efficiencies and continuous improvement. For example, the Registrars' Office has automated the admission letter process to 3000 international students annually and has saved staff two hours per day while saving 6000 pieces of letterhead daily. Finance has implemented a new "gift in kind" donations process to significantly streamline the process for College donors. HR developed Lynda.com which has provided over 2000 training courses available 24/7 to 1068 users, reduced travel costs and the costs of workshop training. This type of day to day implementation of efficiencies is important to free up staff time to do more value-added work and the reason that building capacity for problem solving and continuous improvement has been a focus in 2014. It is through the creativity and ingenuity of Fleming's staff that continuous improvement will become a way of work every day!

Lean Training:

The focus for 2014 has been capacity building with more than 60 faculty, admin and support staff participating in training. The year started with three faculty workshops delivered as part of CBD the last week of April. Over 20 faculty attended these workshops. During the summer, the Lean Training for the Support Staff Certificate program was rolled out for the first time. 11 participants attended the program and they came from a variety of departments – from Continuing Education; Academic Schools, and Student Services to IT. The topics covered were the principles of Lean, 8 types of waste to identify in the workplace and how to use tools to identify and eliminate waste. There was a particular focus on the importance of empowering employees to identify problems; get to the root cause of problems, and engage others across departments, who work together on a process, to solve problems.

I only did the workshop as it is mandatory for the Support Staff Prof Dev Cert and truthfully would not have found the time otherwise. I'm so glad I did - it was fun but inspired me to look at all of my processes differently. I'm making changes and looking for all different types of waste. I think more staff should take this and managers should be strongly encouraging their staff to take it.

Support Staff Certificate Workshop Participant

In September, 20 Fleming staff from the administrative, faculty and support staff ranks took their learning to the next level by achieving their Lean White Belt Certification. Participants were from CLT, Schools, Facilities, HR, IT, Finance and Student Services. This was an intense three day training session where both Lean and Six Sigma were covered. Lean looks to improve processes by providing principles and tools to engage teams and shift culture. Six Sigma provides tools for implementation, control/standardizing and metrics /statistical tracking – an area where we want to improve at the College. Both Lean and Six Sigma provide different but complementary aspects to the continuous improvement cycle. The next phase of

Lean Certification training is Green Belt and 10 Fleming staff are proceeding with this training in January. The Green Belt will be a mixture of three more days in class time, online learning and one-on-one coaching as staff work through a specific Fleming project. Fleming has used the Lean targeted funds from the Financial Health and Sustainability Grant (FHSG) to support this training and build in-house capability. The Green Belt Certification Training will be composed of both Fleming and municipal government staff. The cross-pollination of ideas across the two public sector groups will make for a rich and diverse learning environment.

In November, Leaders attended a one day Lean workshop. Once again, there was a wide variety of departments represented at his training (Registrar's Office, Student Services, HR etc.) and it focussed on the roles of Leaders in implementing Lean projects and supporting a culture of continuous improvement and creativity. Further Leader training is going to be offered to all leaders in winter, 2015. For more information, contact Lynn Watson or Trish O'Connor.

I found the "Leading Lean – Managing the Launch and Application of Lean" workshop to be extremely interesting. The workshop provided foundational knowledge that can be applied to any Lean project.
**Lois Fleming, Manager,
Registrar's Office**

The Lean Academy

A number of public and private sectors organizations are now looking for ways to improve processes, create efficiencies, foster creativity and focus their internal talent on value added and strategic work. To respond to this demand, Fleming has launched an array of Lean training and certification workshops under the umbrella of the "Lean Academy". The workshops offered to date have been Lean White Belt and Green Belt Certification Training, an "Innovation



Accelerator workshop (as part of the certification programs) and a Leadership workshop composed of college and manufacturing leaders. External participants have come from manufacturing, the municipal

sector and agencies of the federal government. Offering this type of training not only helps our local organizations and economy, in terms of manufacturing competitiveness, it can also be an important revenue source for the college (netting over \$74,000 for Continuing Education since September). For more information about the Lean Academy, and its offerings, please contact Deborah Clifford or Trish O'Connor.

Internal Lean Projects

Service Areas: The work started last year with streamlining recruitment is continuing with the implementation of an Application Tracking System as part of the Evolve upgrades. The value stream mapping completed by a cross-section of staff and led by Nick Duley, revealed that the college spends approximately \$90,000 in processing time for vetting large volumes of resumes that can be significantly streamlined and allow for HR consultants to focus on more strategic work with their clients. Karen Nolk and Colin Hughes are using their continuous improvement skills to work with Nick through the implementation of the recruitment process redesign and the implementation of the new ATS. For more information about "Recruiting Top Talent" project, contact Nick Duley, Karen Nolk or Colin Hughes.

This summer, the work with Academic Operations (AO) in continuous improvement of the workloading process continued and a group of Chairs and AO staff spent a day envisioning how to streamline this process and introduce an automated SWF modelling tool. This tool will save time for Chairs and help with the integration of workloading and budget development. For more information about this, contact Sue Kloosterman.

The Lean Project is an engaging and transparent process that has revitalized the energy within the Culinary Faculty Team giving us a positive and refreshing focus for the future of the program. Casey van den Heuvel, Culinary Faculty

Most recently, a review of the academic budget process has been undertaken to identify and implement standard tools and training for academic budget managers. Implementation will be in full swing starting in January and this year's preliminary budget process. For more information, contact Angie Sims or Sue Kloosterman.

Academic Area: The FHSG provided seed money to pilot using Lean tools, principles and methodologies in the School of Business in program redesign involving 9 programs. The work started with the redesign of the Project Management Post-Graduate Certificate and has more recently involved the development of a future state vision for the Culinary Programs. A number of improvements in the common first year of Business programs is also underway.

The involvement of full-time and part-time faculty; current students; graduates, advisory committee members and the school curriculum consultant has been fundamental to the success of this work. Harnessing the creativity and innovation of a number of perspectives has allowed the Lean work to be both creative in approach to quality enhancement and swift in implementation. An increase in applied learning, while reducing delivery hours has been a focal point of the projects. The provision of data through the IPP project and tool has been extremely beneficial in collecting quality and cost metrics for benchmarking and tracking these projects. For more information about these projects, please contact Trish O'Connor, Wendy Morgan, Jennifer Olauson or Wendy Thompson.

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 (1067) to get more information about getting started.

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